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ABSTRACT

The Office of Economic Opportunity has commissioned a number of research organizations to undertake detailed studies of specific Community Action Agencies (CAAs) in conjunction with evaluation studies of the effectiveness of the programs run by these CAAs. A major difficulty in this type of research is that the variables selected for study and the techniques used to study them by the various research units may differ so widely as to rule out comparative statements about the relationships between the structure of CAAs and program effectiveness. For this reason, the Office of Economic Opportunity commissioned the Bureau of Applied Social Research to develop an inventory of key variables which would describe and differentiate CAAs and which would, presumably, be relevant to the effectiveness of CAA programs. In carrying out this assignment, the Bureau undertook a careful review of the organizational literature, concentrating not only on organizational theory, but also on the literature analyzing the structure of action agencies and the particular problems encountered by newly created organizations. As the project developed it became increasingly clear that standard instruments ought to be developed for collecting information on these variables. As a result the Bureau interpreted as part of its assignment the development of a series of basic interview schedules to be administered to members of the CAA board and staff. Interview guides were also developed for local informants and heads of various local organizations having potential relevance to the operation of the CAA. (JM)

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TOWARD RESEARCH ON COMMUNITY ACTION AGENCIES: KEY VARIABLES AND RESEARCH INSTRUMENTS

Prepared for the
Office of Economic Opportunity

Bureau of Applied Social Research
Columbia University

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Introduction

A major part of the federally supported "war on poverty" is administered through a new form of organization: the Community Action Agency. This is a largely nationally supported but locally selected organization, in keeping with the "new federalism" of joint federal-local operations. The success of the "war on poverty" depends on many factors in the economic and political structure of the nation, but there is reason to believe that the local CAAs are an important determinant of variations in the success of the anti-poverty program from area to area. In line with this belief, the Office of Economic Opportunity has commissioned a number of research organizations to undertake detailed studies of specific CAAs in conjunction with evaluation studies of the effectiveness of the programs run by these CAAs.

A major difficulty in this type of research, where separate organizations are charged with doing essentially similar studies, is that the variables selected for study and the techniques used to study them by the various research units may differ so widely as to rule out comparative statements about the relationships between the structure of CAAs and program effectiveness. For this reason, the Office of Economic Opportunity commissioned the Bureau of Applied Social Research to develop an inventory of key variables which would describe and differentiate CAAs and which would, presumably, be relevant to the effectiveness of CAA programs.

In carrying out this assignment, the Bureau has undertaken a careful review of the organizational literature, concentrating not only on organizational theory, but also on the literature analyzing the structure of action agencies and the particular problems encountered by newly created organizations. In addition, the Bureau has consulted both experts on organizational theory and staff members of OEO and several Community Action Agencies.

As the project developed, it became increasingly clear that a mere listing of key variables would not be sufficient to insure comparability and that standard instruments ought to be developed for collecting information on these variables. Such techniques for the quantitative study of organizations have been developed in recent Bureau studies, a notable example being Sieber and Lazarsfeld's recent volume, The Organization of Educational Research.* It has been our experience that to characterize an organization with its multiple structures and complex interlocking relationships, it is necessary to collect a wide variety of information, not only on the characteristics of the organization as a whole (as spelled out in organizational records), but also on its components and on the environment in which the organization is located.

As a result, the Bureau interpreted as part of its assignment the development of a series of basic interview schedules to be administered to members of the CAA board and staff. Thus we have developed interview guides for Central Board members, for the executive director of the CAA, for heads of neighborhood centers, for program heads and for members of the staff. In addition, four other data forms were seen as needed. The first of these is an interview guide to be administered to local informants, people outside the CAA who have sufficient knowledge of the CAA and the local community to supply information on the political and economic structure of the area served by the CAA and on the reactions of various groups to the CAA. The second is an interview guide which is to be administered to the heads of the various local organizations which have potential relevance to the operation of the CAA. The third consists of basic information about the area served by the CAA which may be collected from already compiled community records, including the Census. The fourth deals with information about the CAA which the researchers may obtain from organizational records and from casual interviews with knowledgeable informants inside the CAA whatever their job title may be.

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* Sam Sieber and Paul F. Lazarsfeld, The Organization of Educational Research, New York: Bureau of Applied Social Research, 1966.

These research instruments are not intended to exhaust the methods that might be used to study Community Action Agencies in depth. For example, these tools provide little information on the history of the CAA; and a detailed history might well be considered important to its description and analysis. Undoubtedly, the research organizations will find it desirable to employ other methods, such as participant observation, to supplement their use of questionnaires and interview schedules. Moreover, the researchers may choose to use only parts of these research instruments rather than adopting them in toto. But their very existence should provide the stimulus to more standardized research designs and thus contribute to the generality of the resulting research findings.

A Scheme for the Derivation of Key Variables

In developing a list of key variables for characterizing CAAs, we were guided by two questions. First, which characteristics of organizational structures have been shown by previous research to be related to organizational effectiveness; and second, what are the special characteristics of CAAs which differentiate them from other types of organizations and which may have some impact on their effectiveness? An answer to the first question was sought in those sections of organizational theory which deal with factors relating to the effectiveness and efficiency of bureaucratic and semi-bureaucratic organizations; an answer to the second was sought in the federal legislation creating the Office of Economic Opportunity and the directives of the OEO issued on the basis of this legislation.

The guidelines for CAAs laid down by the federal government are deliberately broad and flexible, establishing only a minimum set of conditions that every CAA must meet rather than mandating a particular structure. Thus it is meaningful to regard the actual extent of compliance with OEO guidelines as variables differentiating CAAs. Among the many sets of factors that influence the variations that occur within the framework of the OEO guidelines, two are particularly important: the nature of the community in which the CAA is located and the kinds of personnel recruited to fill the positions on the Board and staff of the CAA. The community environment not only sets the problems that the CAA is intended to solve -- the nature and extent of local poverty -- but it also places limitations on the means that can be employed in achieving this goal by surrounding the CAA with organizations and groups that make certain demands of it and give it some degree of support or opposition.

As new organizations take shape, evolve and develop, they are frequently confronted with dilemmas, the decisions about which determine both new directions of development and further organizational dilemmas. The basic goals of the organization must be formalized and receive official approval, staff must be hired, formal structure created, lines of authority and channels of communication established, programs developed and operationalized, and commitment of personnel secured for the goals and means of the organization. Key decisions in all these areas will affect the shape of the emerging organization and its ensuing effectiveness. Studies in a wide variety of organizations -- industrial, military, labor, public administrative, etc. -- have demonstrated the significant effects on organizational functioning of such factors as goal consensus, clarity of authority relationships, closeness of supervision, decentralization of decision-making, openness of communication channels, etc.

In addition, CAAs face dilemmas unique to their mission and source. Three examples will illustrate the types of strains prevailing in the situation.

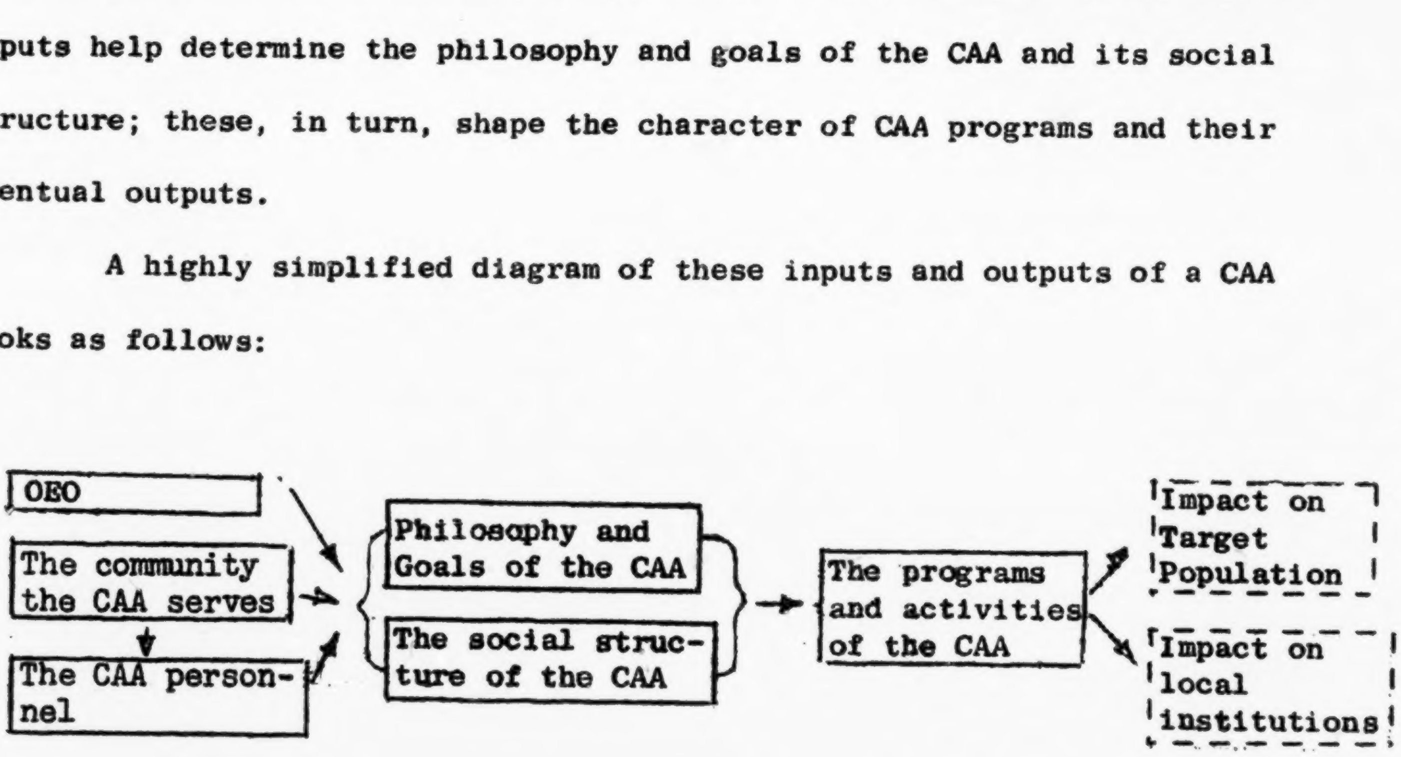
The local CAA is expected to represent a broad base of community organizations and interests. Characteristically, representatives of existing agencies, both public and private, have an influential voice on its governing board. Yet at the same time the CAA is supposed to give an active role in policy-making to members of the poverty population, to increase the competence of the poor "to deal effectively with their own problems so that they need no further assistance," and to engage in the kind of innovative programming for the poor that, at least potentially, can lead them to exercise pressure against the existing political and welfare establishments. Reconciling these potentially conflicting aims -- maintaining the support of existing institutions in the community and enabling the poor to take effective action to improve their lot -- poses dilemmas of the first magnitude.

Similarly, the CAA is set up as a local organization, with its own board of directors, and is expected to program its activities to meet the particular needs of its own target groups. On the other hand, funding is determined in regional and federal offices of OEO, which are sometimes seen as favoring certain approaches and programs. Whether to apply for the kinds of accepted and safe programs that are perceived as supported by OEO or to push program initiative down to local neighborhood levels -- although not necessarily incompatible -- creates another series of dilemmas.

In addition, choices are available in the search for maximally effective program administration and operation between the employment of staff with highest professional qualifications and employment of local people with most thorough understanding of local needs, mores, and opinions. The type of staff employed at various levels, their conceptions of poverty, their degree of militancy, their attitudes towards the institutions of the community, and their attitudes towards the target population will all play a part in how the CAA evolves and functions.

Thus, it becomes meaningful to view the CAA as having three sources of inputs: the OEO, which provides funds, a definition of the basic goals of the CAA, and a set of regulations as to their structure; the local community; and the personnel which staff the CAA and sit on its boards. These various inputs help determine the philosophy and goals of the CAA and its social structure; these, in turn, shape the character of CAA programs and their eventual outputs.

A highly simplified diagram of these inputs and outputs of a CAA looks as follows:


OEO
The community the CAA serves
The CAA personnel
Philosophy and Goals of the CAA
The social structure of the CAA
The programs and activities of the CAA
Impact on Target Population
Impact on local institutions

The ultimate outputs of the CAA, its impact on the target population and the institutional structure of the community, are boxed in dotted lines to indicate that this phase of the research on CAAs belongs to the realm of the evaluation of programs. The variables for describing CAAs belong in the solid boxes. We have used this scheme for classifying the variables which at this telling seem to be crucial for characterizing CAAs. However, we have generated only two variables to capture the OEO inputs: the size of the grant and the changes in the size of the grant. Other OEO inputs, such as the directive on maximum feasible representation of the poor, are considered here in terms of variations in extent of CAA compliance.

In developing a list of some fifty-odd variables in terms of this scheme, we have by no means exhausted all the variables that are suggested by the research instruments that have been developed. Rather we have tried to be selective, pinpointing variables which at this stage seem to be strategic.

A final caveat is in order. Neither the list of key variables nor the research instruments that appear here are in their final form. These documents will be closely scrutinized by a team of consultants and revisions will be made on the basis of their comments. Following the meeting with consultants, the Bureau will attempt to test the feasibility of the various research instruments by carrying out selected interviews with CAA personnel in several communities. Only after these next stages will it be possible to develop a final version of the key variables for characterizing CAAs and the research instruments needed for measuring them.

Inventory of Key Variables for characterizing Community Action Agencies

I. Community Context

1. Size of population
2. Degree of urbanization
3. Extent of poverty in the area
4. Ethnic distribution of the poor
5. Economic growth-decline of the area
6. Political centralization (number of independent political jurisdictions served by the CAA)
7. Centralization of political leadership in community
8. Political liberalism-conservatism
9. Strength of welfare and philanthropic traditions in the area
10. Extent of racial segregation
11. Political effectiveness of minority groups
12. Extent of community support for the CAA

II. Human and Economic Inputs

1. Board and staff images of the causes of poverty: social versus psychological determinants
2. Board and staff militancy (e.g., attitudes towards protest tactics)
3. Professional orientation of staff (e.g., self-identification as social workers, community organizers, educators, etc.)
4. Receptiveness of staff and board to principle of "maximum feasible participation"

5. Ethnic homogeneity of the staff and board
6. Correspondence between the ethnic composition of the target population and the ethnic composition of the CAA board and staff
7. Extent of employment of the local poor (proportion of staff)
8. Size of current budget
9. Changes in size of budget over time
10. Sources of funds: per cent OEO, per cent other federal departments, etc.

III. Philosophy and Goals of the CAA

1. Dominant goals (e.g., degree of emphasis on community organization)
2. Consensus-dissensus within and between levels of the CAA
    - a. Degree of consensus between board and staff
    - b. Degree of consensus within and between staff levels
    - c. Degree of consensus within board
3. Concordance between dominant goals and program operations: comparison between dominant goals and budget allocation
4. Concordance between dominant goals and desired goals
5. Dominant function of neighborhood centers (stress on referral, service, advocacy, etc.)

IV. Social Structure of the CAA

1. Source of initiative for the formation of the CAA: public versus private
2. Public or private incorporation of the CAA
3. Length of existence of the CAA
4. Size of the CAA staff
5. Perceived permanence of the CAA

6. Representativeness of the board vis a vis the community (number of major interest groups represented on board)

7. Extent of representation of the poor on the board

    a. Per cent of board representing poor

    b. Per cent of board drawn from target population

8. Dominant influence on the board

    a. Group with largest representation

    b. Group with greatest perceived influence

9. Dominant outside influence on the CAA

10. Unity-disunity of the board

11. Relative power of board versus executive director

12. Decentralization

    a. Extent of decentralization of policy making functions (e.g., authority of target area boards)

    b. Extent of decentralization of program development: degree of initiative in program development within the target areas

    c. Extent of decentralization of delivery of programs and services

13. Degree of bureaucratization

    a. Degree of hierarchy: number of staff levels of authority

    b. Clarity of authority structure

    c. Closeness of supervision of subordinates by CAA staff and board

    d. Administration costs

    e. Promptness of decision-making

    f. Adequacy of internal communications

    g. Formality of reporting and record keeping mechanisms

    h. Professionalization of the staff (e.g., per cent of staff members who are professionally trained)

14. Staff mobility: the openness of promotion channels
15. Staff morale and cohesion
16. Organizational continuity
    a. Staff turnover: professional turnover; sub-professional turnover
    b. Cuts in program budgets
17. Utilization of indigenous sub-professionals (proportion on staff; proportion promoted; perception of employment of sub-professionals as substitute for participation of poor in policy making)
18. Perceived competence of executive director and other staff personnel
19. Emphasis on research, evaluation, and information gathering and disseminating activities
20. Levels of staff salaries

V. Programs and activities

1. Range of programs
2. Efficiency of program development and implementation (e.g., per cent of program funds not used within fiscal year; length of time between approval of program and its implementation)
3. Innovativeness of programs
4. Reach of programs (number of people served; per cent of target population served; types of persons served)
5. Delegation of programs: number of programs and per cent of program budget delegated to other agencies
6. Target population responsiveness to programs: degree to which program facilities are utilized
7. Coordination of community anti-poverty efforts (CAA initiative and effectiveness in coordination)
8. Emphasis on community organization activities (per cent of program budget allocated to community organization)
9. Transfer of CAA initiated programs to other institutions

Sources of Data for Key Variables

List of Abbreviations

ED = Executive Director interview schedule

BM = Board Member interview schedule

PH = Program Head interview schedule

NC = Neighborhood Center Director interview schedule

S = Staff interview schedule

LI = Local Informant interview schedule

BDF = Basic Data form

CC = Community Characteristics form

IR = Interviewer's Report (addendum to every interview schedule)

Key Variabless (Refer to inventory for complete identification)	Sources of Information (schedule and question number)
I. Community Context	
1. Size of population	CC - Section I, numbers 1, 14A
2. Degree of urbanization	CC - Section I, number 2
3. Extent of poverty	CC - Section I, numbers 3, 7, 11, 12, 13, 14B, 14E, 14G, 14H, 14I Section II, numbers 3, 5, 16A, 16C
4. Ethnic distribution of the poor	CC - Section I, numbers 1, 10, 14A, 14F Section II, number 1 BDF - 4
5. Economic growth	LI - 2 CC - Section I, numbers 7, 8, 9
6. Political centralization	Questions on this variable are still to be formulated
7. Centralization of political leadership	LI - 3, 4, 5
8. Political liberalism	LI - 1 CC - Section III, numbers 2, 5, 6, 11
9. Welfare tradition	CC - Section II, number 6 Section III, numbers 12, 13, 14, 15
10. Racial segregation	CC - Section II, numbers 14, 15
11. Political effectiveness	LI - 9 CC - Section III, numbers 7, 8, only if minority ghettos. Further questions on this variable are needed, e.g., highest elective office held by minority group member
12. Community support*	LI - 4, 6, 7, 8, 24, 26, 30, 31 ED - 54, 55 PH - 66, 67 NC - 75, 76

* Further instructions on the manipulation of the variable will be provided.

II. Human and Economic Inputs

1. Images of causes of poverty	ED - 95; PH - 82; NC - 96; S - 44; BM - 47
2. Militancy	ED - 97; PH - 84; NC - 98; S -46; BM - 49
3. Professional orientation	ED - 109, 110; PH - 97, 98; NC - 111, 112; S - 60, 61; BM - 66, 67
4. Receptiveness to maximum feasible participation*	ED - 89, 91, 93, 90:85 PH - 76, 78, 80, 77:74 NC - 90, 92, 94, 91:88 S - 38, 40, 42, 39:31 BM - 41, 43, 45, 42:39
5. Ethnic homogeneity of staff and board*	ED - 115, 116, 117, IR-2 PH - 103, 104, 105, IR-2 NC - 117, 118, 119, IR-2 S - 66, 67, 68, IR-2 BM - 72, 73, 74, IR-2
6. Correspondence between ethnic composition of target population and CAA board and staff	ED - IR-2: BDF-4 PH - IR-2: BDF-4 NC - IR-2: BDF-4 S - IR-2: BDF-4 BM - IR-2: BDF-4
7. Employment of local poor	ED - 29C, 29D; PH - 34C, 34D (ED - 113, 114; PH - 101, 102; NC - 115, 116; S - 64, 65)
8. Size of current budget	BDF - 53
9. Changes in size of budget	BDF - 53
10. Sources of funds	BDF - 53

III. Philosophy and Goals of the CAA

1. Dominant goals	ED - 10, 11; PH - 27,28: NC - 81, 82: S - 33, 34; BM - 31,32
2. Consensus-dissensus	
a. Between board and staff*	BM - 31,32: staff answers to same questions

( ) Question numbers in parentheses denote doubt about the utility of the question as a specific indicator of the variable

* Further instructions on the manipulation of the variable will be provided.

2. (continued)	
b. Within and between staff levels*	S - 33,34 against ED, PH and NC responses
c. Within board*	BM - 31, 32
3. Concordance between goals and programs*	ED - 10, 11; Ph - 27, 28: NC - 81, 82; S - 33, 34; BM - 31,32 against BDF - 55, 56 and additional question on programs designed to change values
4. Concordance between dominant and desired goals*	ED - 13:11; PH - 30:28; NC - 84:82; S - 36:34; BM - 34:32
5. Dominant function of neighborhood centers	ED - 24; NC - 12

IV. Social Structure of the CAA

1. Source of initiative for formation	BDF - 5, 8, 9, 10, 11, 12
2. Incorporation	BDF - 6
3. Length of existence of the CAA	BDF - 5, 7, 21, 22
4. Size of the CAA staff	ED - 30, 31; PH - 34, 35; NC - 29, 30; BDF - 59, 60
5. Perceived permanence of CAA	ED - 101; PH - 88; NC - 102; S - 50; BM - 53; LI - 16
6. Representativeness of board*	BM - 4; BDF - 8, 9B, 13; LI - 4D
7. Representation of the poor	
a. Per cent representing poor	ED - 62; BM - 3, 4; BDF - 19
b. Per cent drawn from target population	ED - 64; BM - 77; BDF - 20

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* Further instructions on the manipulation of the variable will be provided.

8. Dominant influence on board	
a. Largest representation	BM - 4,36
b. Greatest perceived influence*	ED - 73; BM - 13, 14; BDF - 40: ED -72
9. Dominant outside influence on CAA*	ED - 83, 84, 85, 86 PH - 72, 73, 74, 75 NC - 86, 87, 88, 89 S - 29, 30, 31, 32 BM - 35, 37, 38, 39, 40 LI - 12
10. Unity of the board*	ED - 74, 75; BM - 15, 16, 17, 18, 19, 20, 21
11. Relative power of board and executive director	ED - 77, 78, 79, 80, 86, 87; PH - 75; NC - 89; S - 32; BM - 23, 24, 25, 26, 27, 40; BDF - 32, 33, 34
12. Decentralization	
a. Policy-making	BDF - 46; ED - 29; NC - 44, 56
b. Program development	BDF - 46; NC - 16, 17
c. Program delivery*	BDF - 46; ED - 23, 24, 25; NC - 14, 44
13. Degree of bureaucratization	
a. Hierarchy: number of staff levels*	BDF - 61
b. Clarity of authority structure	ED - 81; PH - 48, 53, 54, 55 NC - 42, 61, 62, 63 S - 19, 20
c. Closeness of supervision	ED - 82; Ph - 51, 52, 62; NC - 59, 60, 70 S - 16, 17, 22
d. Administrative costs*	BDF - 54, 57

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* Further instructions on the manipulation of the variable will be provided.

13. (continued)	
e. Promptness of decision making	PH - 56; NC - 64; S - 21
f. Adequacy of internal communications[*]	ED - 43, 76 PH - 47, 57, 58, 60 NC - 41, 52, 65, 66, 68 BM - 9
g. Formality of record keeping and reporting	ED - 17; PH - 17, 57; NC - 21,65
h. Professionalization of staff	ED - 108, 109, 110; PH - 96, 97, 98 NC - 110, 111, 112; S- 59, 60, 61
14. Staff mobility[*]	ED - 2; PH - 6, 95; NC - 5, 109 S - 9, 57
15. Staff morale and cohesion[*]	ED - 41, 42, 105 PH - 32, 45, 46, 92 NC - 39, 40, 85, 106 S - 25, 26, 37, 54
16. Organizational continuity	
a. Staff turnover	ED - 2, 32, 106 PH - 5, 36, 93 NC - 4. 31, 107 S - 55
b. Cuts in program budgets	ED - 45; PH - 26; BDF - 55
17. Indigenous sub-professionals	ED - 30C,D, 35, 36, 37, 38 PH - 34C,D, 39, 40, 41, 42 NC - 29C,D, 33, 34, 35, 36 S - 27, 28 Further questions in this area might be formulated
18. Perceived competence of executive director and other staff	ED - 39,40 PH - 43, 44, 61 NC - 37, 38, 69 BM - 28, 29, 30 Further questions on the perceived competence of the board might be formulated

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[*] Further instructions on the manipulation of the variable will be provided.

19. Emphasis on research, evaluation, information gathering	ED - 46, 47, 48 PH - 33; NC - 26; BDF - 57
20. Levels of staff salaries	ED - 120; PH - 108; NC - 122; S - 71

V. Programs and Activities

1. Range of programs*	BDF - 55
2. Efficiency of program development and implementation	Questions in this area must be formulated
3. Innovativeness of programs	ED - 14; NC - 16, 17
4. Reach of programs*	ED - 16; PH - 15, 16, 18 NC - 20, 24, 25
5. Delegation of programs to other agencies	BDF - 56
6. Target population responsiveness	PH - 20, 21, 22; NC - 22, 24
7. Co-ordination of community anti-poverty efforts	ED - 51; NC - 71; LI - 15
8. Emphasis on community organization activities	BDF - 55
9. Transfer of programs to other institutions	ED - 19, 20

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* Further instructions on the manipulation of the variable will be provided.

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INTERVIEW GUIDE FOR THE EXECUTIVE DIRECTOR OF THE CAA

1. Name of respondent ____________________

2. Have you been director of (Name of CAA) since it was founded?

   Yes ____

   No ____

   If no:

   A. How long have you been director of (Name of CAA)? ________

   B. How many directors were there before you? ________

   C. Before you became director, did you hold any other jobs in (Name of CAA)?

      Yes ____

      No ____

      If yes:
      1. What other jobs did you hold?

         ____

         ____

         ____

   D. How long have you worked for (Name of CAA)? ________

3. Before you started working for (Name of CAA), what organization did you work for?

   Name of organization ____________________

   ____ Self-employed

   If worked for another organization:

   A. Is this organization located in (Name of area CAA serves)?

      Yes ____

      No ____

4. What was your job? ____________________

5. When did you leave this job? ____________________

6. How did you come to be considered for the job of executive director?

(IF ANSWER IS UNCLEAR ASK): Who recommended you for this job?
(GET TITLES OF PEOPLE MENTIONED)

7. What experience did you have that qualified you for this job?

8. Were you appointed by the central board of directors to your position of executive director?

Yes _____
No _____

If no:
A. Then how did you get to be director?

9. Is your appointment to the directorship for a specific time period or is it for an indefinite period?

_____ Specific period
_____ Indefinite period

If specific period:
A. How long is your appointment for? __________
B. Is your appointment renewable? Yes ____
No ____

10. Now I'd like to ask you about the goals of (Name of CAA). On this card are some possible goals that (Name of CAA) might have achieved. For each one, please tell me whether this goal is given major emphasis, moderate emphasis, or little or no emphasis by (Name of CAA). (HAND CARD)

	Major Emphasis	Moderate Emphasis	Little or no Emphasis
a) Stimulating the existing community agencies to do a better job of serving the needs of the poor.	____	____	____
b) Working on job development and the creation of jobs for the poor.	____	____	____
c) Providing job training for the poor.	____	____	____
d) Trying to change the attitudes and values of the poor so that they will be better motivated and equipped to improve their lot in life.	____	____	____
e) Organizing the poor so as to increase their political power in the community.	____	____	____

11. Which two of these goals is (Name of CAA) spending the most effort on?

#________ #________

12. How successful do you think (Name of CAA) will be in achieving these goals: pretty successful, somewhat successful, or not too successful?

____Pretty successful
____Somewhat successful
____Not too successful

13. Now look over this list again and tell me which two goals you personally think are the most important?

#________ #________

14. Here is a list of programs that have been funded through (Name of CAA). For each of them would you please tell me whether the idea for this program came mainly from the OEO, from your own staff and board, from other local agencies, or from the local poor. (HAND CARD LISTING PROGRAMS TO RESPONDENT) Now let's start with the ______________ program. (INTERVIEWER READS EACH PROGRAM IN TURN AND CHECKS THE APPROPRIATE COLUMN.)

15. Now would you tell me which programs you consider to be among your more successful ones, and which you consider to be among the less successful ones. Lets start with __________ program. (INTERVIEWER READS EVERY PROGRAM IN TURN AND, CHECKS APPROPRIATE COLUMN)

	14.				15.		
	Idea came mainly from:				Success		
Name of program	OEO	Own staff and board	Other local agencies	Local poor	More successful	Less successful	Neither

16. How many different people has (Name of CAA) served in all of its programs during the last twelve months? ________________

17. Is this an estimate, or has (Name of CAA) kept statistics on the number of people served?

___Estimate
___Kept statistics

18. In your experience how willing has the OEO been to fund locally initiated programs, that is, programs developed mainly by your own staff and board or by other local organizations? Would you say they have been quite willing, somewhat willing, or not too willing?

___Quite willing
___Somewhat willing
___Not too willing

19. Are there any programs that used to be funded by (Name of CAA) that have since been taken over by other local public or private agencies?

Yes ___
No ___

If yes:

A. What programs are these?
B. (ASK FOR EACH PROGRAM) Which agency has taken over this program?

C. (ASK FOR EACH PROGRAM) Who primarily pushed this move: (Name of CAA), the other agency, or somebody else?

D. (ASK FOR EACH PROGRAM) At the time did you favor this change to other auspices?

E. (ASK FOR EACH PROGRAM) Are they running the program about as well as it was run by (NAME OF CAA), better, or worse?

A.	B.	C.	D.		E.		
					Manner program run:		
Name of program	Name of agency taking over program	Name of agent of change	Favor change Yes	No	About the same	Better	Worse
____________	____________	________	___	___	____	_____	____
____________	____________	________	___	___	____	_____	____
____________	____________	________	___	___	____	_____	____
____________	____________	________	___	___	____	_____	____

20. Are there any programs that are now funded through you that you anticipate will be taken over by some other local agency? Yes____

No____

If yes:

A. Which programs are these?

B. **(ASK FOR EACH PROGRAM)** What agency do you anticipate will take over this program?

C. **(ASK FOR EACH PROGRAM)** Who is primarily pushing this move: (Name of CAA), the other agency, or somebody else?

D. **(ASK FOR EACH PROGRAM)** Do you want this change to occur?

A.	B.	C.	D.	
	Name of agency	Name of agent	Favor change	
Name of program	taking over program	of change	Yes	No

21. Are there any programs that your CAA does not have that you think would would be valuable in your community?

Yes ___

No ___

If yes:

A. What are they?

B. **(ASK FOR EVERY PROGRAM)** Why don't you have such a program now?

A. Name of program	B. Reason for not having

22. Are there any programs that your CAA has that came into being mainly because of pressure from other local organizations and groups even though you didn't feel they were of primary importance?

Yes ___

No ___

If yes:

A. What programs are these?

B. (ASK FOR EACH PROGRAM) What groups pressed for this program?

A. Name of program	B. Groups pressing for this program

(ASK QUESTIONS 23 - 28 ONLY IF THE CAA HAS ANY NEIGHBORHOOD CENTERS)

23. Now I'd like to leave the subject of programs and turn to that of neighborhood centers. First of all, how many neighborhood center does (Name of CAA) have? ______

24. Here is a card listing four functions which a neighborhood center can have. Would you look at this card and tell me which of these four you see as the primary function of (Name of CAA)'s neighborhood centers. (HAND CARD)

___ To refer people with problems to the appropriate agencies and programs

___ To give direct service in the center to people with problems

___ To serve as an advocate for people with problems and to speak for them in negotiations with public and private agencies

___ To organize groups of the poor to deal with their problems

25. Now would you look at this card again and tell me if your centers have any of the other functions listed on the card. (CHECK ALL THAT APPLY)

___ To refer people with problems to the appropriate agencies and programs

___ To give direct service in the center to people with problems

___ To serve as an advocate for people with problems and to speak for them in negotiations with public and private agencies

___ To organize groups of the poor to deal with their own problems

26. Do all of (Name of CAA)'s centers do pretty much the same thing; or do they vary in what they do?

___ Same thing
___ Vary

27. Who appoints the directors of the neighborhood centers: you and your staff, the Governing Board of (Name of CAA), or the boards of the neighborhood centers?

___ You and your staff
___ Governing Board of (Name of CAA)
___ Boards of neighborhood centers

28. Who has the most to say about hiring staff for the neighborhood centers: you and your staff, the Governing Board of (Name of CAA), the boards of the neighborhood centers, or the directors of the neighborhood centers?

___ You and your staff
___ Governing Board of (Name of CAA)
___ Boards of neighborhood centers
___ Directors of neighborhood centers

29. Who primarily determines the policies the neighborhood centers follow: you and your staff, the Governing Board of (Name of CAA), the boards of the neighborhood centers, or the directors and staffs of the neighborhood centers?

___ You and your staff
___ Governing Board of (Name of CAA)
___ Boards of neighborhood centers
___ Directors and staffs of neighborhood centers

30. Now I'd like to ask you some questions about the central administrative staff of (Name of CAA); that is, all the staff members located in the central office that are not directly engaged in running a program or a neighborhood center. First, how many full time professionals are on your central staff?

Next, how many________? **(REPEAT AS ABOVE AND FILL IN FIRST COLUMN)**

31. Are there any budgeted positions on your central administrative staff that are not currently filled?

Yes______
No ______

If yes:

A. How many of the vacancies do you expect to fill with full time professionals?

B. How many______? **(REPEAT AS IN "A" AND FILL IN SECOND COLUMN)**

	30. Employed	31. Vacancies
A. Full time professionals	______	______
B. Part time professionals	______	______
C. Full time sub-professionals	______	______
How many of the employed full time sub-professionals are members of the local poor? (________)		
D. Part time sub-professionals	______	______
How many of the employed part time sub-professionals are members of the local poor? (________)		
E. Full time clerical workers	______	______
F. Part time clerical workers	______	______
G. Other (what)____________________	______	______
____________________	______	______
____________________	______	______
H. Total	______	______

32. Have any members of your central administrative staff left within the last six months?

Yes______
No______

If yes:

A. How many of these were professionals?__________________

B. How many of these were sub-professionals?______________

C. How many of those who left your central staff were asked to leave? ______________

33. Have you hired any people for the central staff of (Name of CAA) within the last six months?

Yes_____
No _____

If yes:

A. How many professionals have you hired?____________

B. And how many sub-professionals?__________________

34. Do you feel that (Name of CAA) is understaffed, overstaffed, or has just the right amount of staff to carry out its activities?

_____Understaffed
_____Overstaffed
_____Right amount

If understaffed:

A. Is this because of lack of funds to hire more staff members, a lack of qualified personnel who could be hired; or what?

____Lack of funds
____Lack of trained personnel

____Other (what)______________________________________

____

(ASK QUESTIONS 35 and 36 ONLY IF ANY FULL OR PART TIME INDIGENOUS SUB-PROFESSIONALS ARE ON THE CENTRAL ADMINISTRATIVE STAFF OF THE CAA, AS REPORTED IN QUESTION 31)

35. What kinds of positions on your central administrative staff are held by indigenous sub-professional workers; that is, members of the local poor?

36. Since they were employed, have any of them been promoted to positions of greater responsibility?

Yes_____
No _____

If yes:
A. How many have been promoted?________

37. Do you think that having the local poor on the staff of a program increases its effectiveness, decreases it, or makes no difference?

_____Increases it
_____Decreases it
_____Makes no difference

38. Do you think that having members of the local poor on the staff of an anti-poverty agency helps communication between the rest of the staff and the poor in the area, hinders communication; or doesn't it make any difference?

_____Helps communication
_____Hinders communication
_____Makes no difference

ASK QUESTION 39 ONLY IF ANY FULL OR PART TIME INDIGENOUS SUB-PROFESSIONALS ARE ON THE CENTRAL ADMINISTRATIVE STAFF OF THE CAA., AS REPORTED IN QUESTION 31)

39. How would you rate the general competence of the indigenous sub-professionals on (Name of CAA's) central staff? On the whole would you say they are very competent, fairly competent, or not too competent?

_____Very competent
_____Fairly competent
_____Not too competent

40. How would you rate the general competence of the professionals on (Name of CAA's) central staff. On the whole would you say that they are very competent, fairly competent, or not too competent?

_____Very competent
_____Fairly competent
_____Not too competent

41. On the whole how would you describe the relations among the professional members of your central staff? Would you say they are very good, fairly good, or not too good?

_____Very good
_____Fairly good
_____Not too good

(ASK QUESTION 42 ONLY IF ANY FULL OR PART TIME INDIGENOUS SUB-PROFESSIONALS ARE ON THE CENTRAL ADMINISTRATIVE STAFF OF THE CAA, AS REPORTED IN QUESTION 31)

42. On the whole, how would you describe the relations between the indigenous sub-professionals on the central staff and the professionals? Would you describe these relations as very good, fairly good, or not too good?

_____Very good
_____Fairly good
_____Not too good

43. Do you hold regularly scheduled staff meetings with: (CHECK FIRST OR SECOND COLUMNS)

Ask for each group for which answer is yes:

A. How often do these meetings occur? (FILL IN THIRD COLUMN)

	43		43A
	Meetings scheduled		Frequency of meetings
	Yes	No	
1. Your central administrative staff	___	___	__________
2. Directors of programs	___	___	__________
3. The total staff of (Name of CAA)	___	___	__________

44. Now turning to the budget of (Name of CAA), what is your operating budget for this fiscal year?____________________

45. At the start of the next fiscal year, do you think your operating budget will be larger, smaller, or about the same as your budget for this fiscal year?

_____Larger
_____Smaller
_____About the same

46. Now we'd like to ask you some questions about the extent to which your agency uses research and consultants. Has (Name of CAA) ever conducted any research on the needs and desires of the poor in (Name of area CAA serves)? Include in your answer research done by your own staff and research you have contracted out to other agencies.

_____Yes
_____No

If yes:
A. How useful have you found this research in helping you to direct your agency: very useful, somewhat useful, or not too useful?

_____Very useful
_____Somewhat useful
_____Not too useful

47. Has your agency ever conducted any evaluations of its programs?

_____Yes
_____No

If yes:
A. How useful have you found these evaluations in helping you to direct your agency: very useful, somewhat useful, or not too useful.

_____Very useful
_____Somewhat useful
_____Not too useful

48. Does your agency have a research director? _____Yes
_____No

If yes:
A. Including the director, how many people are employed on the research staff?_____________

49. Does (Name of CAA) have a public information staff? ______Yes
______No

If yes:
A. How many people on this staff are engaged primarily in public relations? ____________

50. Have you made any use of paid consultants in running your agency? Yes____
No_____

If yes:

A. How often have you called them in: frequently, occasionally, or hardly at all?

_____Frequently
_____Occasionally
_____Hardly at all

B. Have you used them in: (CHECK FIRST OR SECOND COLUMN)

	B. Use of consultants		C. Most frequent use
	Yes	No	
1. Development of new programs	___	___	_____
2. Advice on old programs	___	___	_____
3. Advice on management	___	___	_____
4. Advice on research	___	___	_____
5. Other (what)________________ ________________________ ________________________		__	_____

C. Which of these do you use consultants for most frequently? (CHECK THIRD COLUMN ABOVE)

51. Now we'd like to ask you some questions about the relations between (Name of CAA) and other organizations in (Name of area which CAA serves). First, do you see it as part of your job to coordinate the anti-poverty activities of the various public and private welfare agencies in (Name of area which CAA serves)?

____Yes
____No

If yes:

A. Have you or your staff members tried anything along these lines?

____Yes
____No

If yes:

1. How successful have you been in persuading these various groups to coordinate their activities? Would you say you have been very successful, somewhat successful, or not too successful at all?

____Very successful
____Somewhat successful
____Not too successful at all

52. Are there any neighborhood or community groups in (Name of area CAA serves) that are trying to organize the poor and that are in no way connected with (Name of CAA)?

Yes _____
No _____

If yes:

A. Which groups?

B. What has the attitude of your CAA been towards these groups, one of helping them or one of keeping hands off?

_____ Helping

_____ Hands off

C. On the whole would you say that these groups are helping or hindering the activities of the CAA?

___ Helping

___ Hindering

___ No effect

53. When it comes to hiring staff, are there local groups or organizations which put your CAA under pressure to hire or not to hire certain people or certain types of people?

____Yes

____No

If yes:

A. What groups are these?

B. (ASK FOR EACH GROUP) What sorts of demands does it make?

C. (ASK FOR EACH GROUP) Were its demands effective?

A Group	B Demands	C Effective	C Ineffective
__________	______________________	___	___
__________	______________________	___	___
__________	______________________	___	___

54. Are there any local groups or organizations that are particularly favorable to (Name of CAA)?

Yes ____
No ____

If yes:

A. Which?

____
____
____
____

55. Are there any local groups or organizations that are particularly unfavorable to (Name of CAA)?

Yes ____
No ____

If yes:

A. Which?

____
____
____
____

56. Now thinking of all the groups and organizations in (Name of area CAA serves) which you have to take into account, both those favorable and those unfavorable to your agency, which ones have a considerable influence on (Name of CAA)?

____
____
____
____
____
____
____

57. Now we'd like to turn to your relations with the OEO. On the whole, would you say that your relations with them have been good, fair, or not too good?

____ Good
____ Fair
____ Not too good

58. Have you any specific complaints regarding your relations with the OEO?

Yes ____
No ____

If yes:

A. What?

59. In some communities the OEO has been very responsive to local political pressures and in cases of disputes between the mayor and the community action agency, the OEO has yielded to the pressures of the mayor. In other communities the OEO has given a great deal of support to the community action agency. What has been your experience?

____ Highly responsive to local pressures
____ Great deal of support to (Name CAA)
____ Does not apply--situation has not arisen

60. Now we'd like to ask you some questions about the governing board of (Name of CAA). First, how often does the total governing board meet?

____

61. On the average, what percent of its members are likely to be present at any given meeting? ________

62. How many members of the board are considered to be representatives of the poor? ______

63. Were any of these members elected by the poor? Yes ___
No ___

If yes:

A. How many ___

B. Roughly, how many candidates were there for these positions?

___

64. How many of these representatives of the poor are actually local poor who are members of the target population? ___

65. Who is the present chairman of the board? ___

66. What is his affiliation? (What group in the community does he represent?)

___

67. Who appointed him as chairman?

___ Elected by total board
___ Appointed by mayor
___ Appointed by organizing committee
___ Other (what) ___

___

___

68. How long has he been chairman? ___

69. What is his term of office as chairman? ___

70. Is there a limitation on the number of terms he can serve? ___

71. How many chairmen were there before him? ___

If one or more:

A. Who appointed the first chairman of the board?

___ Elected by total board
___ Appointed by mayor
___ Appointed by organizing committee
___ Other (what) ___

___

72. I'm going to hand you a list of the committees of the governing board. In your opinion, how much influence does each one have on the decisions of the entire board? First the executive committee. Would you say it has a great deal of influence, some influence, or hardly any influence?

Now how about the ____________________ committee. Would you say it has a great deal of influence, some influence, or hardly any influence? ITC.

Name of Committee	Great Deal	Some	Hardly any
Executive Committee	_____	_____	_____
____________________	_____	_____	_____
____________________	_____	_____	_____
____________________	_____	_____	_____
____________________	_____	_____	_____

73. Some Board members tend to be more influential than others in determining which actions the Board takes. Who would you say are the four or five most influential members of your board?

____

____

____

____

____

74. On most issues that are decided by the Board, is the voting pretty unanimous, or is the voting frequently quite close?

Pretty unanimous voting _____
Voting quite close _____

75. In general, would you describe the relationships among Board members as pretty harmonious or would you say that there is a lot of cleavage and opposing cliques?

Pretty harmonious ________
Cleavage and cliques ______

76. On the whole, how well informed would you say the board members are about what really goes on in (Name of CAA)? Would you say most are well informed, some are well informed, only a few are well informed, or no one is well informed?

______Most are well informed
______Some are well informed
______Only a few are well informed
______No one is well informed

77. In some communities, the Executive Director of the CAA has the major influence over what the CAA does. In other communities the Board has the major influence. Which is more true here? Would you say you are more influential than the Board or do you think the Board is more influential than you are?

Director more influential ________
Board more influential ________

78. Has the Board ever turned down a program that you wanted to get funded?

Yes ___
No ___

If yes:

A. How often has this happened?

Once ____
Twice ___
Several times ___

79. Has the board ever insisted upon a program that you didn't want? Yes ____
No ____

If yes:

A. What programs were these?

B. (ASK FOR EACH PROGRAM) Did this program get funded?

Program	Funded	Not funded
______________________	_____	_____
______________________	_____	_____
______________________	_____	_____
______________________	_____	_____
______________________	_____	_____

80. Who has the major voice on the hiring of your central administrative staff: you or your board?

___Executive director
___ Board

81. How often do you feel uncertain as to what the board members expect of you? Does this happen often, sometimes, or hardly ever?

___Often
___Sometimes
___Hardly ever

82. On the whole, how much freedom do you have in carrying out your job the way you feel it ought to be done? Would you say you have a great deal of freedom, some freedom, or almost no freedom?

___Great deal of freedom
___Some freedom
___Almost no freedom

If "some freedom" or "almost no freedom":

A. What restricts the amount of freedom you have?

83. Now I'd like to ask you about the influence certain groups exercise on (Name of CAA).

First, the city (and county) officials. Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

___A lot of influence
___Some influence
___Hardly any

84. What about the voluntary welfare agencies in (Name of area CAA serves)? Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

___A lot
___Some
___Hardly any

85. What about the poor of (Name of area CAA serves)? Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

___A lot
___Some
___Hardly any

86. Now, partly as a summary of what you have just told me, please look at these various groups (HAND CARD) and tell me how much influence you feel each of them has on the policies and programs of (Name of CAA)?

	A great deal of influence	Quite a bit of influence	Some influence	No influence at all
The Governing Board of (Name of CAA)	___	___	___	___
The staff of (Name of CAA)	___	___	___	___
Regional Office of the OEO	___	___	___	___
Washington Office of the OEO	___	___	___	___
The Governor	___	___	___	___
Local Congressmen	___	___	___	___
City (and County) officials	___	___	___	___
The voluntary welfare agencies	___	___	___	___
The poor of (Name of area CAA serves)	___	___	___	___
87. Now, how would you place yourself on this same scale?	___	___	___	___

88. Operating problems.

Everything considered, what would you say are the most important operating problems your CAA has? (PROBE FOR FULL RESPONSE)

89. Some people think that the principle of "maximum feasible participation of the poor" is unrealistic and should not have been made part of the legislation of the war on poverty. Other people think it is a good idea and should be taken very seriously. What is your opinion?

Unrealistic idea ___
Good idea ___
Other (what) ____

____

90. When it comes to (Name of CAA) are you in favor of giving the poor more control over poverty programs than they now have, less control, or do you think the present arrangements are about right?

___Poor should have more control
___Poor should have less control
___Present arrangements about right

91. Who do you think is best equipped to set the goals for a local poverty program: city (and county) officials, the professionally trained experts, or the poor themselves?

___City (and county) officials
___Professional experts
___The poor

92. Who in fact does set the goals for (Name of CAA): the city (and county) officials, the professionally trained experts, or the poor (and their representatives)?

___City (and county) officials
___Professional experts
___The poor

93. Once programs are decided upon, who do you think is best equipped to run the poverty programs so that they will be effective: city (and county) officials, the professionally trained experts or the poor?

___City (and county) officials
___Professional experts
___The poor

94. In (Name of CAA) what kinds of people in fact determine how the programs are run: mainly appointees of city (and county) officials, mainly professionally trained experts, or mainly the poor?

___Appointees of city (and county) officials
___Professional experts
___The poor

95. There are a lot of different views about why we have a poverty problem in America. Here are some of them and for each one tell me whether you agree strongly, agree somewhat, or disagree. (THIS SHOULD BE ON A HAND OUT)

		Agree Strongly	Agree Somewhat	Disagree
a)	The poverty problem stems mainly from the failure of our economy to produce enough jobs to take care of everyone who wants to work.	___	___	___
b)	The poor are the people who lack the training and skills for the jobs that are available.	___	___	___
c)	Poverty today is pretty much the result of racial discrimination.	___	___	___
d)	The poor have become so beaten down that they lack the motivation and initiative to improve their lot by themselves.	___	___	___
e)	The poor tend to be people with severe social and psychological problems that prevent them from making any progress by themselves.	___	___	___
f)	Family instability and broken families are chief causes of poverty	___	___	___
g)	The poverty problem today is largely a result of automation wiping out jobs.	___	___	___
h)	The poverty problem can be traced to society's failure to provide adequate institutions to serve the poor, such as good schools, good health facilities and good housing.	___	___	___
i)	People today are not as ready to work hard, to save and be frugal as they used to be and this has a lot to do with the poverty problem.	___	___	___
j)	The poor tend to be those with severe physical and mental handicaps.	___	___	___

Which of these do you consider to be the most important single reason for the poverty problem in America today?

a) b) c) d) e) f) g) h) i) j)

96. Some people think that the poor not only have less money than the middle class, but that they also have different values, attitudes and beliefs from those held by the middle class. What do you think? Do you think that their values and attitudes are pretty much the same as those of the middle class, or do you think they are different?

____ Same
____ Different

If different:

A. Do you think these differences prevent the poor from taking full advantage of those opportunities which they have?

Yes ___
No ___

B. Do you think that a major goal of the poverty program should be to try to change the values and attitudes of the poor to make them more like those of the middle class?

Yes ___
No ___

97. I'm going to read you some things that groups of poor people have done in some places in their effort to improve their position. Please tell me for each one, whether you approve or disapprove of the tactic.

	Approve	Disapprove	No Opinion
a) Rent strikes	____	____	____
b) Sit-ins in Mayor's office	____	____	____
c) School boycotts	____	____	____
d) Boycotts of businessmen whose hiring policies they disapprove of.	____	____	____
e) Picketing of stores to protest prices and quality of goods sold	____	____	____

98. How good a job do you think the school system in (Name of area CAA serves) is doing to help the poor? Do you think they are doing a good job, a fair job, or a bad job of helping the poor?

What about the ________? (Repeat as above)	Good job	Fair job	Bad job
a) School system	____	____	____
b) Churches	____	____	____
c) Hospitals	____	____	____
d) Voluntary welfare agencies	____	____	____
e) Welfare Department	____	____	____

99. Some people think that the chief purpose of a local poverty agency is to reactivate existing community agencies and get them to do a better job of helping the poor. Others feel that a local poverty agency is better off creating new agencies and institutions and bypassing the old. What do you think?

___Work through existing agencies
___Create new agencies

100. Which in fact is (Name of CAA) doing primarily: working through existing agencies or creating new agencies?

___Working through existing agencies
___Creating new agencies
___Both equally

101. Do you see (Name of CAA) as pretty much a temporary organization that will eventually have its functions taken over by other agencies in the community; or do you see it as a more or less permanent organization?

___Temporary organization
___Permanent organization

If temporary:

A. How long do you expect (Name of CAA) to last? ________________

102. The criticism is sometimes made that the poverty program has become a device used by politicians to strengthen their political organizations and has failed to help the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____Very justified
____Somewhat justified
____Not at all justified

103. Another criticism sometimes heard is that the poverty program is being taken over by voluntary welfare agencies that are not particularly responsive to the needs of the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

___Very justified
___Somewhat justified
___Not at all justified

104. Still another criticism sometimes heard is that the poverty program in some areas is too much in the hands of the poor who lack the training and experience to plan and administer programs effectively. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

___Very justified
___Somewhat justified
___Not at all justified

105. Now I'd like to ask you some more specific questions about your job. First, how satisfied are you with your present job? Would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied?

___Very satisfied
___Somewhat satisfied
___Somewhat dissatisfied
___Very dissatisfied

106. How likely is it that you will be working for (Name of CAA) two years from now: very likely, somewhat likely, odds are about 50-50, or odds are against it?

___Very likely
___Somewhat likely
___Odds are about 50-50
___Odds are against it

107. If you were to leave your present job, how easy would it be to find another at a comparable salary: very easy, somewhat easy, or not too easy?

___Very easy
___Somewhat easy
___Not too easy

108. What was the last year of school you completed?

___Some high school
___High school graduate
___Some college
___College graduate
___Graduate or professional school

If college graduate:

A. What is the highest degree you hold? ____________________

B. What was your area of specialization? ____________________

109. What is the occupation you have been trained for? ____________________

____

110. Do you consider yourself a member of any particular profession? Yes ____ No ____

If yes:

A. Which one?____________________

B. Are you a member of any professional organization? Yes ____ No ____

If yes:

1. Which one? ____________________

111. Have you ever worked for a political party during an election campaign?

Yes ___
No ___

112. Thinking over your life experiences, would you say that you have had a great deal of personal contact with the poor, a fair amount, a little, or hardly any at all?

Great deal _____
Fair amount _____
A little _____
Hardly any _____

113. How would you describe your family's financial position at the time you were growing up? Would you say your family was very well off, fairly well off, above average, somewhat below average, or quite poor?

Very well off _____
Fairly well off _____
Average _____
Somewhat below average _____
Quite poor _____

114. Have you ever been on welfare? Yes ____
No ____

If yes:

A. When was that? ______________________________

115. In which country were you born? ____________________________

116. In which country was your father born? ______________________

117. In which country was your mother born? ______________________

118. Do you live in (Name of area CAA serves)? Yes ____
No ____

If yes:

A. How long have you lived in (Name of area CAA serves)? _________

119. How old were you on your last birthday? ___________________

120. What is your present salary? ___________________________

121. Finally, is there anything else that is important about your CAA that we did not ask about?

INTERVIEWER'S REPORT

1. Sex of respondent ___ Male
___ Female

2. Ethnicity of respondent

American Negro _____
Native born White _____
Foreign born White _____
Mexican American _____
Puerto Rican ______
American Indian _____
Other (what) ____

3. Cooperation of respondent: Good ___
Fair ___
Poor ___

4. Length of time of interview _____________

5. Comments:

INTERVIEW GUIDE FOR PROGRAM HEADS

1. Name of respondent ____________________

2. Title of program he directs ____________________

3. How long have you been working for (Name of CAA)? ____________________

4. Do you work out of the central office of (Name of CAA), out of a neighborhood center, or where?

   ____Central office of CAA
   ____Neighborhood center (which one?) ____________________

   ____Other (where) ____________________

5. Have you been director of this program since it was first funded by the OEO? Yes____
   No ____

   If no:
   A. How long have you been director of this program? ____________________

   B. How many directors were there before you? ____________________

6. Before you became director of this program, did you hold any other jobs in (Name of CAA)? Yes ____ No ____

   If yes:
   A. What were their titles?

   ____

   ____

   ____

   B. Is your present job a promotion?

   ____Yes
   ____No
   ____Don't know

7. Before you started working for (Name of CAA), what organization did you work for?

   Name of organization ____________________

   ____Self-employed

   If worked for an organization:
   A. Is this organization located in (Name of area CAA serves)? Yes____
   No ____

8. What was your job? ____________________

9. When did you leave this job? ____________________

10. How did you come to be considered for the job of program director?

(IF ANSWER IS UNCLEAR, ASK): Who recommended you for this job? (GET TITLES OF PEOPLE MENTIONED.)

11. Who appointed you to this position?

____The Executive Director of (Name of CAA).

____Other (who) ____

12. Did your appointment have to be approved by a board? Yes ____ No ____

If yes:

A. What board? ____Central governing board of (Name of CAA)
____Target area board
____Both

13. What prior experience did you have that qualified you for this job?

14. Now we'd like to ask you some questions about your program. To begin with, what does your program do?

15. Is your program intended for all the poor people in (Name of area which CAA serves) or is it intended for specific groups of the poor (such as people of a particular age, sex, educational level, or for the residents of particular neighborhoods)?

Yes ____
No ____

If yes:
A. What groups?

16. How many clients has your program served during the last twelve months? ________

17. Is this an estimate, or has your program kept statistics on the number of clients served?

_____Estimate
_____Kept statistics

18. How many clients do you expect to serve in the next twelve months? ____________

19. How do you inform prospective clients of the services your program can provide?

20. Have you had any difficulty getting clients who meet the criteria for your program?

Yes ____
No ____

21. Is the number of clients you now have about the number of clients that your program is equipped to handle, less than the number your program can handle, or too many clients for your program to handle?

____About the right number
____Less than program can handle
____Too many for program to handle

22. Are the clients of your program expected to attend a series of meetings or training sessions?

Yes ____
No ____

If yes:

A. For how long a period is the average client expected to attend these meetings? ____________________

B. During the last twelve months, how many of your clients dropped out before finishing the program? __________

C. What is the dropout rate that this represents? ________

23. When was your program first funded by the OEO? ____________________

24. How much was the initial grant? ____________________

25. What is your operating budget for this fiscal year? ____________________

26. At the start of the next fiscal year, do you think your operating budget will be larger, smaller, or about the same as your budget for this fiscal year?

____Larger
____Smaller
____About the same

27. Now I'd like to ask you about the goals of (Name of CAA). On this card are some possible goals that (Name of CAA) might have. For each one, please tell me whether this goal is given major emphasis, moderate emphasis, or little or no emphasis by (Name of CAA). (HAND CARD)

	Major Emphasis	Moderate Emphasis	Little or No Emphasis
a) Giving helping services to the poor.	______	______	______
b) Stimulating the existing community agencies to do a better job of serving the needs of the poor.	______	______	______
c) Working on job development and the creation of jobs for the poor.	______	______	______
d) Providing job training for the poor.	______	______	______
e) Changing the attitudes, values, and adjustment skills of the poor so that they will be better motivated and equipped to improve their lot in life.	______	______	______
f) Organizing the poor so as to increase their political power in the community.	______	______	______

28. Which two of these goals is (Name of CAA) spending the most effort on?

#________ #________

29. How successful do you think (Name of CAA) will be in achieving these goals: pretty successful, somewhat successful, or not too successful?

________Pretty succesful
________Somewhat successful
________Not too successful

30. Now look over this list again and tell me which two goals you personally think are the most important. #________ #________

31. Now I'd like to ask you about the goals of your own program. Would you look at this card again and tell me if any of these goals is the primary goal of your program?

________Yes
________No

If Yes:
A. Which one? __________

If No:
B. What is the primary goal of your program?

32. How successful do you think your program will be in achieving this goal: pretty successful, somewhat successful, or not too successful?

____Pretty successful
____Somewhat successful
____Not too successful

33. Have arrangements been made for a researcher to evaluate your program?

Yes ____
No ____

If yes:
A. Has the evaluation been started yet? Yes ____
No ____

If yes:
1. Has it been completed? Yes ____
No ____

(IF EVALUATION HAS BEEN COMPLETED, OBTAIN A COPY OF THE REPORT AFTER THE INTERVIEW.)

34. Now I'd like to ask you some questions about the staff of your program. First, how many full-time professionals are on the staff of this program?

Next, how many ________? (REPEAT AS ABOVE AND FILL IN FIRST COLUMN BELOW)

35. Are there any budgeted positions on your staff that are not currently filled?

Yes ____
No ____

If yes:
A. How many of the vacancies do you expect to fill with full-time professionals?

B. How many ______? (REPEAT AS IN A. AND FILL IN SECOND COLUMN)

	Employed	Vacancies
A. Full time professionals	____	____
B. Part time professionals	____	____
C. Full time sub-professionals	____	____
How many of the employed full time sub-professionals are members of the local poor? (________)		
D. Part time sub-professionals	____	____
How many of the employed part time sub-professionals are members of the local poor? (_________)		
E. Full time clerical workers	____	____
F. Part time clerical workers	____	____
G. Other (what) ______________________	____	____
______________________	____	____
	____	____
H. Total	____	____

36. Have any members of your staff left within the last six months? Yes ____ No ____

If yes:
A. How many of these were professionals? ______

B. How many of these were sub-professionals? ______

C. How many of those who left your staff were asked to leave? ______

37. Have you hired any people for the program staff within the last six months?

Yes ____
No ____

If yes:
A. How many professionals have you hired? _____

B. And how many sub-professionals? _____

38. Do you feel that your program is understaffed, overstaffed, or has just the right amount of staff to carry out its activities?

Understaffed ____
Overstaffed ____
Right amount ____

If understaffed:
A. Is this because of lack of funds to hire more staff members, a lack of qualified personnel who could be hired, or what?

Lack of funds ____
Lack of qualified personnel______
Other (what) ______________________________

____

(ASK QUESTIONS 39 AND 40 ONLY IF ANY FULL OR PART TIME INDIGENOUS SUB-PROFESSIONALS ARE ON THE PROGRAM STAFF AS REPORTED IN QUESTION 35.)

39. What kinds of positions on your program staff are held by indigenous sub-professional workers; that is, members of the local poor?

40. Since they were employed, have any of them been promoted to positions of greater responsibility? Yes ____
No ____

If yes:
A. How many have been promoted? ________

41. Do you think that having the local poor on the staff of a program increases its effectiveness, decreases it, or makes no difference?

____Increases it
____Decreases it
____Makes no difference

42. Do you think that having members of the local poor on the staff of an anti-poverty agency helps communication between the rest of the staff and the poor in the area, hinders communication, or doesn't it make any difference?

____Helps communication
____Hinders communication
____Makes no difference

(ASK QUESTION 43 ONLY IF ANY FULL OR PART TIME INDIGENOUS SUB-PROFESSIONALS ARE ON THE PROGRAM STAFF AS REPORTED IN QUESTION 35.)

43. How would you rate the general competence of the indigenous sub-professionals on the program staff? On the whole, would you say they are very competent, fairly competent, or not too competent?

____Very competent
____Fairly competent
____Not too competent

44. How would you rate the general competence of the professionals on the program staff. On the whole, would you say that they are very competent, fairly competent, or not too competent?

____Very competent
____Fairly competent
____Not too competent

45. On the whole, how would you describe the relations among the members of your professional staff? Would you say they are very good, fairly good, or not too good?

____Very good
____Fairly good
____Not too good

(ASK QUESTION 42 ONLY IF ANY FULL OR PART TIME INDIGENOUS SUB-PROFESSIONALS ARE ON THE PROGRAM STAFF AS REPORTED IN QUESTION 46.)

46. On the whole, how would you describe the relations between the indigenous sub-professionals on the program staff and the professionals? Would you describe these relations as very good, fairly good, or not too good?

____Very good
____Fairly good
____Not too good

47. Do you hold regular meetings with the staff of your program? Yes _____
No _____

If yes:
A. How often do these meetings occur? ____________

48. Are all the members of your staff responsible only to you or do they also report to persons outside your staff?

____Only report to program head
____Report to people outside staff

If report to people outside staff:
A. Does it ever happen that your staff members are given directions which conflict with the ones you give? Yes ____
No ____

49. Now we would like to ask you some questions about your relationships with your supervisors. First, who is your immediate supervisor here?

____

50. What is his title? ____

51. How often do you meet with him: every day, at least once a week, or less than once a week?

____Every day
____At least once a week
____Less than once a week

52. How well informed would you say he is on the kind of job you are doing? Would you say he is very well informed, somewhat well informed, or not too well informed?

____Very well informed
____Somewhat well informed
____Not too well informed

53. How often do you feel uncertain about what he expects of you? Does this happen often, sometimes, or hardly ever.

____Often feel uncertain
____Sometimes feel uncertain
____Hardly ever feel uncertain

54. Are you accountable to anyone else besides your immediate supervisor? Yes ____
No ____

If yes:
A. What positions do they hold?

____

____

B. (Does he/do they) ever give you directions which conflict with those given you by your immediate supervisor? Yes ____
No ____

55. When an issue arises in your work that requires a decision on a higher level, are you ever uncertain about whom to go to? Yes ____
No ____

If yes:
A. Does this happen often, sometimes, or only rarely?

____Often
____Sometimes
____Only rarely

56. When an issue arises in your work that requires a decision on a higher level, has it been your experience that the decision takes so long to be made that it interferes with your work? Yes ____
No ____

57. Do you submit written reports to the central administrative staff of (Name of CAA) on the progress of your program? Yes ____
No ____

If yes:
A. How frequently do you submit them? ______

58. Are there any regularly scheduled staff meetings for directors of all (Name of CAA) programs? Yes ____
No ____

If yes:
A. How often do these meetings occur? __________

B. How often do you attend? ________________

59. How well do you feel you know the executive director of (Name of CAA): quite well, fairly well, or hardly at all?

____Quite well
____Fairly well
____Hardly at all

(ASK QUESTION 60 ONLY IF THE EXECUTIVE DIRECTOR IS NOT MENTIONED IN ANSWER TO QUESTION 49.)

60. Do you ever meet with the executive director about your program? Yes_____
No _____

If yes:

A. How often do you meet with him?____________________

B. Do you only meet with him in staff meetings, or do you also have private discussions about your program?

____Staff meetings only
____Private discussions in addition

61. What's your opinion about the job the executive director is doing in running (Name of CAA)? Do you think he is doing a very good job, a fairly good job, or not too good a job?

____Very good job
____Fairly good job
____Not too good a job

62. How much freedom do you have in carrying out your job the way you feel it ought to be done? Would you say you have a great deal of freedom, some freedom, or almost no freedom at all?

____Great deal
____Some
____Almost no freedom at all.

If "some freedom" or "almost no freedom":

A. What restricts the amount of freedom you have?

63. Now we'd like to ask you about the effects various local organizations and groups have on your program. To begin with, have any local organizations or groups ever put you under any pressure to change the way your program is run?

Yes ___
No ___

If yes:

A. Which groups are these?

B. (ASK FOR EACH GROUP) What changes did this group desire?

C. (ASK FOR EACH GROUP) Were these changes made?

D. (ASK FOR EACH GROUP FOR WHOM CHANGES WERE MADE) Did (this change/these changes) increase the quality of your program, decrease it, or make no difference?

A. Name of Group	B. Desired Change	C. Change made Yes	No	D. Effect on Quality Increase	Decrease	No Difference
___	___	___	___	___	___	___
___	___	___	___	___	___	___
___	___	___	___	___	___	___

64. Who does the hiring for your program staff: you or people on a higher level than you?

___Program head
___People on a higher level (who) ___

65. When it comes to hiring staff for your program, are there local groups or organizations which put you under pressure to hire or not to hire certain people or certain types of people?

Yes___
No ___

If yes:

A. What groups are these?

B. (ASK FOR EACH GROUP) What sorts of demands does this group make?

C. (ASK FOR EACH GROUP) Are their demands effective?

A. Name of Group	B. Demands Made	C. Effective Yes	No
___	___	___	___
___	___	___	___
___	___	___	___
___	___	___	___

66. Are there local groups or organizations that are particularly favorable to your program?

Yes ____
No ____

If yes:
A. Which ones?

____
____
____

67. Are there any local groups or organizations that are particularly unfavorable to your program?

Yes ____
No ____

If yes:
A. Which ones?

____
____
____

68. Now thinking of all the groups and organizations in (Name of area CAA serves), which you have to take into account, both those favorable and those unfavorable to your program, which ones have a considerable influence on your program?

____________________ ____________________
____________________ ____________________

69. How willing do you think the top staff of (Name of CAA) would be to support you if your program were to run into strong local opposition? Would you say they would be very willing to support you, somewhat willing, or not too willing?

____Very willing
____Somewhat willing
____Not too willing

70. Now partly as a summary of what you have just told me, please look at these various groups, (HAND CARD) and tell me how much influence you feel each of them has on how your program is run.

	A great deal of influence	Quite a bit of influence	Some influence	No influence at all
The Governing Board of (Name of CAA)	___	___	___	___
The executive director of (Name of CAA)	___	___	___	___
The staff of (Name of CAA)	___	___	___	___
Target area boards (If they exist)	___	___	___	___
The program staff	___	___	___	___
City (and county) officials	___	___	___	___
The voluntary welfare agencies	___	___	___	___
The poor of (Name of area CAA serves)	___	___	___	___
70a. Now how would you place yourself on the same scale?	___	___	___	___

71. Everything considered, what would you say are the most important operating problems your program has? (PROBE FOR FULL RESPONSE.)

72. Now I'd like to ask you about the influence certain groups exercise on (Name of CAA). First, the city (and county) officials: would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

___A lot of influence
___Some influence
___Hardly any

73. What about the voluntary welfare agencies in (Name of area CAA serves)? Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

___A lot
___Some
___Hardly any

74. What about the poor of (Name of area CAA serves)? Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

75. Now, partly as a summary of what you have just told me, please look at these various groups (HAND CARD) and tell me how much influence you feel each of them has on the policies and programs of (Name of CAA).

	A great deal of influence	Quite a bit of influence	Some influence	No influence at all
The Governing Board of (Name of CAA)	___	___	___	___
The executive director of (Name of CAA)	___	___	___	___
The staff of (Name of CAA)	___	___	___	___
Regional Office of the OEO	___	___	___	___
Washington Office of the OEO	___	___	___	___
The Governor	___	___	___	___
Local Congressmen	___	___	___	___
City (and county) officials	___	___	___	___
The voluntary welfare agencies	___	___	___	___
The poor of (Name of area CAA serves)	___	___	___	___
75a. Now how would you place yourself on the same scale?	___	___	___	___

76. Some people think that the principle of "maximum feasible participation of the poor" is unrealistic and should not have been made part of the legislation of the war on poverty. Other people think it is a good idea and should be taken very seriously. What is your opinion?

____Unrealistic idea

____Good idea

____Other (what)______________________________

____

77. When it comes to (Name of CAA), are you in favor of giving the poor more control over poverty programs than they now have, less control, or do you think the present arrangements are about right?

____Poor should have more control

____Poor should have less control

____Present arrangements about right

78. Who do you think is best equipped to set the goals for a local poverty program: city (and county) officials, the professionally trained experts, or the poor themselves?

____ City (and county) officials

____ Professional experts

____ The poor

79. Who in fact does set the goals for (Name of CAA): the city (and county) officials, the professionally trained experts, or the poor (and their representatives)?

____ City (and county) officials

____ Professional experts

____ The poor

80. Once programs are decided upon, who do you think is best equipped to run the poverty programs so that they will be effective: city (and county) officials, the professionally trained experts, or the poor?

____ City (and county) officials

____ Professional experts

____ The poor

81. In (Name of CAA) what kinds of people in fact determine how the programs are run: mainly appointees of city (and county) officials, mainly professionally trained experts, or mainly the poor?

___Appointees of city (and county) officials
___Professional experts
___The poor

82. There are a lot of different views about why we have a poverty problem in America. Here are some of them and for each one tell me whether you agree strongly, agree somewhat, or disagree. (THIS SHOULD BE ON A HAND OUT).

		Agree Strongly	Agree Somewhat	Disagree
a)	The poverty problem stems mainly from the failure of our economy to produce enough jobs to take care of everyone who wants to work.	___	___	___
b)	The poor are the people who lack the training and skills for the jobs that are available.	___	___	___
c)	Poverty today is pretty much the result of racial discrimination.	___	___	___
d)	The poor have become so beaten down that they lack the motivation and initiative to improve their lot by themselves.	___	___	___
e)	The poor tend to be people with severe social and psychological problems that prevent them from making any progress by themselves.	___	___	___
f)	Family instability and broken families are chief causes of poverty.	___	___	___
g)	The poverty problem today is largely a result of automation wiping out jobs.	___	___	___
h)	The poverty problem can be traced to society's failure to provide adequate institutions to serve the poor, such as good schools, good health facilities and good housing.	___	___	___
i)	People today are not as ready to work hard, to save and be frugal as they used to be and this has a lot to do with the poverty problem.	___	___	___
j)	The poor tend to be those with severe physical and mental handicaps.	___	___	___

Which of these do you consider to be the most important single reason for the poverty problem in America today?

a) b) c) d) e) f) g) h) i) j)

83. Some people think that the poor not only have less money than the middle class, but that they also have different values, attitudes and beliefs from those held by the middle class. What do you think? Do you think that their values and attitudes are pretty much the same as those of the middle class, or do you think they are different?

____Same
____Different

If different:

A. Do you think these differences prevent the poor from taking full advantage of those opportunities which they have?
Yes ____
No ____

B. Do you think that a major goal of the poverty program should be to try to change the values and attitudes of the poor to make them more like those of the middle class?
Yes ____
No ____

84. I'm going to read you some things that groups of poor people have done in some places in their effort to improve their position. Please tell me for each one whether you approve or disapprove of the tactic.

	Approve	Disapprove	No Opinion
a) Rent strikes	____	____	____
b) Sit-ins in Mayor's office	____	____	____
c) School boycotts	____	____	____
d) Boycotts of businessmen whose hiring policies they disapprove of.	____	____	____
e) Picketing of stores to protest prices and quality of goods sold	____	____	____

85. How good a job do you think the school system in (Name of area CAA serves) is doing to help the poor? Do you think they are doing a good job, a fair job, or a bad job of helping the poor?

What about the ______? (Repeat as above)	Good Job	Fair Job	Bad Job
a) School system	____	____	____
b) Churches	____	____	____
c) Hospitals	____	____	____
d) Voluntary welfare agencies	____	____	____
e) Welfare Department	____	____	____

86. Some people think that the chief purpose of a local poverty agency is to reactivate existing community agencies and get them to do a better job of helping the poor. Others feel that a local poverty agency is better off creating new agencies and institutions and bypassing the old. What do you think?

____Work through existing agencies
____Create new agencies

87. Which in fact is (Name of CAA) doing primarily: working through existing agencies or creating new agencies?

____Working through existing agencies
____Creating new agencies
____Both equally

88. Do you see (Name of CAA) as pretty much a temporary organization that will eventually have its functions taken over by other agencies in the community; or do you see it as a more or less permanent organization?

____Temporary organization
____Permanent organization

If temporary:
A. How long do you expect (Name of CAA) to last? ______

89. The criticism is sometimes made that the poverty program has become a device used by politicians to strengthen their political organizations and has failed to help the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____ Very justified
____Somewhat justified
____Not at all justified

90. Another criticism sometimes heard is that the poverty program is being taken over by voluntary welfare agencies that are not particularly responsive to the needs of the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____Very justified
____Somewhat justified
____Not at all justified

91. Still another criticism sometimes heard is that the poverty program in some areas is too much in the hands of the poor who lack the training and experience to plan and administer programs effectively. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____Very justified
____Somewhat justified
____Not at all justified

92. Now I'd like to ask you some more specific questions about your job. First, how satisfied are you with your present job? Would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied?

____Very satisfied
____Somewhat satisfied
____Somewhat dissatisfied
____Very dissatisfied

93. How likely is it that you will be working for (Name of CAA) two years from now: very likely, somewhat likely, odds are about 50-50, or odds are against it?

____Very likely
____Somewhat likely
____Odds are about 50-50
____Odds are against it

94. If you were to leave your present job, how easy would it be to find another at a comparable salary: very easy, somewhat easy, or not too easy?

____Very easy
____Somewhat easy
____Not too easy

95. What are your chances for a promotion in (Name of CAA): very good, fairly good, or not too good?

____Very good
____Fairly good
____Not too good

96. What was the last year of school you completed?

____Some high school
____High school graduate
____Some college
____College graduate
____Graduate or professional school

If college graduate:
A. What is the highest degree you hold? ____________________

B. What was your area of specialization? ____________________

97. What is the occupation you have been trained for? ____________________

98. Do you consider yourself a member of any particular profession? Yes ____ No ____

If yes:
A. Which one? ____________________

B. Are you a member of any professional organization? Yes ____ No ____

If yes:
1. Which one? ____________________

99. Have you ever worked for a political party during an election campaign? Yes ____
No ____

100. Thinking over your life experiences, would you say that you have had a great deal of personal contact with the poor, a fair amount, a little, or hardly any at all?

____Great deal
____Fair amount
____A little
____Hardly any

101 How would you describe your family's financial position at the time you were growing up? Would you say your family was very well off, fairly well off, above average, somewhat below average, or quite poor?

____Very well off
____Fairly well off
____Average
____Somewhat below average
____Quite poor

102. Have you ever been on welfare? Yes ____
No ____

If yes:
A. When was that? ______________________________

103. In which country were you born? ______________________________

104. In which country was your father born? ______________________________

105. In which country was your mother born? ______________________________

106. Do you live in (Name of area CAA serves)? Yes ____
No ____

If yes:
A. How long have you lived in (Name of area CAA serves)?____________

107. How old were you on your last birthday? ______________

108. What is your present salary? ________________________

109. Finally, is there anything else that is important about your program that we did not ask about?

INTERVIEWER'S REPORT

1. Sex of respondent ____Male
____Female

2. Ethnicity of respondent

____American Negro
____Native born white
____Foreign born white
____Mexican American
____Puerto Rican
____American Indian
____Other (what) ________________________

3. Cooperation of respondent: Good ____
Fair ____
Poor ____

4. Length of time of interview ________

5. Comments:

INTERVIEW GUIDE FOR THE DIRECTOR OF A NEIGHBORHOOD CENTER

1. Name of respondent ______________________________

2. Name of neighborhood center for which he works____________________

3. How long have you been working for (Name of CAA)? __________________

4. Have you been director of this center since it was founded? Yes ___
   No ___

   If no:

   A. How long have you been director of this center? __________

   B. How many directors were there before you? ______________

5. Before you became director of this center, did you hold any other jobs in (Name of CAA)?

   Yes ___
   No ___

   If yes:

   A. What were their titles?

   ____

   ____

   ____

   B. Is your present job a promotion?

   ___ Yes
   ___ No
   ___Don't know

6. Before you started working for (Name of CAA), what organization did you work for?

   Name of organization ________________________
   ____ Self employed

   If worked for an organization:

   A. Is this organization located in (Name of area CAA serves)?

   Yes ___
   No ___

7. What was your job? ______________________________

8. When did you leave this job? ______________________

9. How did you come to be considered for the job of director of a neighborhood center?

(IF ANSWER IS UNCLEAR, ASK) Who recommended you for this job?
(GET TITLES OF PEOPLE MENTIONED)

10. Who had the final say in your getting this position: the executive director of (Name of CAA), the governing board of (Name of CAA), or the board of your neighborhood center?

____ Executive director of (Name of CAA)
____ Governing board of (Name of CAA)
____ Board of neighborhood center

11. What prior experience did you have that qualified you for this job?

12. Now we'd like to ask you some questions about your center. First, here is a card listing four functions which a neighborhood center can have. Would you look at this card and tell me which of these four you see as the primary function of your center. (HAND CARD)

(CHECK ONE)

____To refer people with problems to the appropriate agencies and programs

____To give direct service in the center to people with problems

____To serve as an advocate for people with problems and to speak for them in negotiations with public and private agencies

____To organize groups of the poor to deal with their own problems

[illegible] look at this card

13. Now would you look at this card again and tell me if your center has any of the other functions listed on the card. (CHECK ALL THAT APPLY)

___To refer people with problems to the appropriate agencies and programs

___To give direct service in the center to people with problems

___To serve as an advocate for people with problems and to speak for them in negotiations with public and private agencies

___To organize groups of the poor to deal with their own problems

14. What individual and group services does your center provide on its premises? (FILL IN FIRST COLUMN)

15. (ASK FOR EACH SERVICE) Is this service part of a program throughout (Name of area CAA serves) or is it unique to your center (CHECK SECOND OR THIRD COLUMN).

16. (ASK FOR EACH SERVICE) Was the idea for this service developed in your own center, or was it developed in the central office? (CHECK FOURTH OR FIFTH COLUMN)

17. (ASK FOR EACH CENTER INITIATED SERVICE) Who originated the idea for this program: members of the local poor, your own staff and boards, or some other local organization? (CHECK REMAINING COLUMNS)

14.	15.		16.		17.		
	Extent of Program		Where Program Developed		Group Originating Idea		
Name of Service	Throughout area	Unique to Center	Own center	Central Office	Local poor	Own staff and board	Other organization
________	___	___	___	___	___	___	___
________	___	___	___	___	___	___	___
________	___	___	___	___	___	___	___
________	___	___	___	___	___	___	___
________	___	___	___	___	___	___	___
________	___	___	___	___	___	___	___

18. Which of these services that your center offers have had a particularly large response from the residents of the neighborhood?

____

____

____

19. In your opinion what have been the more successful services that your center has offered?

____

____

____

20. How many different people has your center served during the last twelve months? _________________________

21. Is this an estimate or has your center kept statistics on the number of people served?

___Estimate
___Kept statistics

22. Does your center have the staff and resources to handle about the current number of people, more than this number of people; or is the current number of people too many for your Center to handle with its present staff and resources?

___About this number of people
___More than this number of people
___Too many to handle

23. What is the total number of residents in the neighborhood you serve? __________

24. When you think of all the people in this neighborhood who could benefit from the services of your center, what **percent** of them have actually used your services in the past twelve months?

____

25. What do you think this percentage will be in the next twelve months? __________

26. Has your center ever conducted an interview survey to find out the needs and desires of the neighborhood residents?

Yes ___
No ___

27. What other things have you done to inform the neighborhood residents about the services and programs of your center?

28. Are there any programs or services that you do not have that you think would be valuable in your neighborhood?

Yes ___
No ___

If yes:

A. What are they?

B. (ASK FOR EACH PROGRAM OR SERVICE) Why don't you have this?

A. Name of program	B. Reason for not having

29. Now I'd like to ask you some questions about the staff of your center. First, how many full time professionals are on your staff?

Next, how many __________? (REPEAT AS ABOVE AND FILL IN FIRST COLUMN)

30. Are there any budgeted positions on your staff that are not currently filled?

Yes ___
No ___

If yes:

A. How many of the vacancies do you expect to fill with full-time professionals?

B. How many __________? (REPEAT AS IN A AND FILL IN SECOND COLUMN)

		29. Employed	30. Vacancies
A.	Full time professionals	_____	_____
B.	Part time professionals	_____	_____
C.	Full time sub-professionals	_____	_____
	How many of the employed full time sub-professionals are members of the local poor? (______)		
D.	Part time sub-professionals	_____	_____
	How many of the employed part time sub-professionals are members of the local poor? (______)		
E.	Full time clerical workers	_____	_____
F.	Part time clerical workers	_____	_____
G.	Other (what) ______________________________	_____	_____
H.	Total	_____	_____

31. Have any members of your staff left within the last six months?

Yes ___
No ___

If yes:

A. How many of these were professionals?____________

B. How many of these were sub-professionals? ________

C. How many of those who left your staff were asked to leave? ______________

32. Have you hired any people for the staff of your center within the last six months?

Yes ___
No ___

If yes:

A. How many professionals have you hired? ________

B. And how many sub-professionals? _______

(ASK QUESTIONS 33 AND 34 ONLY IF ANY FULL OR PART TIME INDIGENOUS SUB-PROFESSIONALS ARE ON THE CENTER STAFF AS REPORTED IN QUESTION 29.)

33. What kinds of positions on your staff are held by indigenous sub-professional workers; that is, members of the local poor?

34. Since they were employed, have any of them been promoted to positions of greater responsibility?

Yes ___
No ___

If yes:

A. How many have been promoted? _______

35. Do you think that having the local poor on the staff of a program increases its effectiveness, decreases it, or makes no difference?

___Increases it
___Decreases it
___Makes no difference

36. Do you think that having members of the local poor on the staff of an anti-poverty agency helps communication between the rest of the staff and the poor in the area, hinders communication; or doesn't it make any difference?

___Helps communication
___Hinders communication
___Makes no difference

(ASK QUESTION 37 ONLY IF ANY FULL OR PART TIME INDIGENOUS SUB-PROFESSIONALS ARE ON THE CENTER STAFF AS REPORTED IN QUESTION 29.)

37. How would you rate the general competence of the indigenous sub-professionals on your center staff? On the whole would you say they are very competent, fairly competent, or not too competent?

___Very competent
___Fairly competent
___Not too competent

38. How would you rate the general competence of the professionals on your center's staff: On the whole would you say that they are very competent, fairly competent, or not too competent?

___Very competent
___Fairly competent
___Not too competent

39. On the whole how would you describe the relations among the professional members of your center's staff? Would you say they are very good, fairly good, or not too good?

___Very good
___Fairly good
___Not too good

(ASK QUESTION 40 ONLY IF ANY FULL OR PART TIME INDIGENOUS SUB-PROFESSIONALS ARE ON THE CENTER STAFF AS REPORTED IN QUESTION 29.)

40. On the whole, how would you describe the relations between the indigenous sub-professionals on the center's staff and the professionals? Would you describe these relations as very good, fairly good, or not too good?

___Very good
___Fairly good
___Not too good

41. Do you hold regular meetings with the staff of your center? Yes ___
No ___

If yes:

A. How often do these meetings occur? ___________

42. Are all the members of your staff responsible only to you or do they also report to persons outside your staff?

___Only report to center head
___Report to people outside staff

If report to people outside staff:

A. Does it ever happen that your staff members are given directions which conflict with the ones you give?
Yes ___
No ___

43. Does your center have its own board of directors? Yes ___
No ___

(IF THE ANSWER IS NO, SKIP TO QUESTION 57).

44. Is this board responsible for appointing and removing the staff of your center?

Is this board responsible for ________? (REPEAT AS ABOVE, AND CHECK FIRST OR SECOND COLUMN).

(ASK FOR EACH AREA FOR WHICH BOARD IS RESPONSIBLE).

A. Does the board have the authority to do this without the need for concurrence by any other boards or persons? (CHECK THIRD OR FOURTH COLUMN.)

(ASK ONLY IF THE CONCURRENCE OF ANY OTHER BOARD OR PERSON IS NEEDED.)

1. Whose concurrence is needed. (GET TITLE OF PERSON OR BOARD, AND WRITE IT IN COLUMN FIVE.)

(ASK FOR EACH AREA FOR WHICH BOARD IS NOT RESPONSIBLE)

B. Does the board have a veto over what is done in this area? (CHECK COLUMN SIX OR SEVEN.)

	39. Responsible		A. Needs concurrence		1. Name of boards or persons	B. Has veto	
	Yes	No	Yes	No		Yes	No
a. Appointing and removing center staff.	___	___	___	___	__________	___	___
b. Approving budget for (Name of CAA) activities in the neighborhood.	___	___	___	___	__________	___	___
c. Approving (Name of CAA) programs to be run in neighborhood	___	___	___	___	__________	___	___
d. Authorizing expenditures for (Name of CAA) programs run in neighborhood.	___	___	___	___	__________	___	___
e. Supervising the administration of neighborhood based programs	___	___	___	___	__________	___	___

(ASK QUESTIONS 45-56 ONLY IF THE BOARD HAS EITHER RESPONSIBILITY FOR, OR A VETO OVER, AT LEAST ONE OF THE FIVE AREAS MENTIONED IN QUESTION 44.)

45. How often does the center board meet? ____________________

46. On the average, what percent of its members are likely to be present at any given meeting? ________

47. How many members of the board are considered to be representatives of the poor? ____________

48. Were any of these members elected by the poor?

YES ____
NO ____

If yes:

A. How many ___

B. Roughly, how many candidates were there for these positions? ______

49. How many of these representatives of the poor are actually local poor who are members of the target population? __________

50. On most issues that are decided by the Board, is the voting pretty unanimous, or is the voting frequently quite close?

Pretty unanimous voting ____
Voting quite close ____

51. In general, would you describe the relationships among Board members as pretty harmonious or would you say that there is a lot of cleavage and opposing cliques?

Pretty harmonious ____
Cleavage and cliques ____

52. On the whole, how well informed would you say the board members are about what really goes on in the center. Would you say most are well informed; some are well informed, only a few are well informed, or no one is well informed?

Most are well informed _________

Some are well informed _________

Only a few are well informed _________

No one is well informed _________

53. How often do you feel uncertain as to what the board members expect of you? Does this happen often, sometimes, or hardly ever?

___Often
___Sometimes
___Hardly ever

54. How much influence does the central staff and governing board of (Name of CAA) have in determining who the members of your board are? a great deal, some, only a little, or none at all?

___ A great deal
___ Some
___ Only a little
___ None at all

55. Who has the most to say about hiring staff for your neighborhood center: the executive director of (Name of CAA) and his staff, the Governing Board of (Name of CAA), the board of your neighborhood center, or yourself?

___ Executive director of (Name of CAA) and his staff
___ Governing Board of (Name of CAA)
___ Board of neighborhood center
___ Yourself

56. Who primarily determines the policies of your center: the executive director of (Name of CAA) and his staff, the Governing Board of (Name of CAA), the board of your neighborhood center, or yourself?

___ Executive director of (Name of CAA) and his staff
___ Governing Board of (Name of CAA)
___ Board of neighborhood center
___ Yourself

57. Now we would like to ask you some questions about your relationships with your supervisors. First, who is your immediate supervisor here?

____

58. What is his title? ________________________________

59. How often do you meet with him: every day, at least once a week, or less than once a week?

___ Every day
___ At least once a week
___ Less than once a week

60. How well informed would you say he is on the kind of job you are doing? Would you say he is very well informed, somewhat well informed, or not too well informed?

___ Very well informed
___ Somewhat well informed
___ Not too well informed

61. How often do you feel uncertain as to what he expects of you? Does this happen often, sometimes, or hardly ever?

___ Often feel uncertain
___ Sometimes feel uncertain
___ Hardly ever feel uncertain

62. Are you accountable to anyone else besides your immediate supervisor? Yes_____
No _____

If yes:

A. What positions do they hold?

____

____

B. (Does he/do they) ever give you directions which conflict with those given you by your immediate supervisor? Yes_____
No _____

63. When an issue arises in your work that requires a decision at a higher level, are you ever uncertain about whom to go to? Yes_____
No _____

If yes:

A. Does this happen often, sometimes, or only rarely?

_____Often
_____Sometimes
_____Only rarely

64. When an issue arises in your work that requires a decision at a higher level, has it been your experience that the decision takes so long to be made that it interferes with your work? Yes_____
No _____

65. Do you submit written reports to the central office of (Name of CAA) on the progress of your center? Yes_____
No _____

If yes:

A. How frequently do you submit them?______________________

66. Are there regularly scheduled staff meetings you attend with members of the central administrative staff of (Name of CAA)? Yes_____
No _____

If yes:

A. How often do these meetings occur?______________________

67. How well do you know the executive director of (Name of CAA): quite well, fairly well, or hardly at all?

_____Quite well
_____Fairly well
_____Hardly at all

(ASK QUESTION 68 ONLY IF THE EXECUTIVE DIRECTOR IS NOT MENTIONED IN ANSWER TO QUESTION 58.)

68. Do you ever meet with the executive director about your center?

Yes_____
No _____

If yes:

A. How often do you meet with him?____________

B. Do you only meet with him at staff meetings, or do you also have private discussions with him about your center?

_____Staff meetings only
_____Private meetings in addition

69. What's your opinion about the job the executive director is doing in running (Name of CAA)? Do you think he is doing a very good job, a fairly good job, or not too good a job?

_____Very good job
_____Fairly good job
_____Not too good a job

70. How much freedom do you have in carrying out your job the way you feel it ought to be done? Would you say you have a great deal of freedom, some freedom, or almost no freedom at all?

_____Great deal
_____Some
_____Almost no freedom at all

If "some freedom" or "almost no freedom at all":

A. What restricts the amount of freedom you have?

71. Now I'd like to turn to the relations your center has with other groups in (Name of area CAA serves). First, do you see it as part of your job to coordinate the anti-poverty activities of various agencies in this neighborhood?

Yes______
No ______

If yes:

A. Have you or your staff members tried anything along these lines?

Yes______
No ______

If yes:

1. How successful have you been in persuading these various groups to coordinate their activities? Would you say you have been very successful, somewhat successful, or not too successful at all.

_____Very successful
_____Somewhat successful
_____Not too successful at all

72. Are there any neighborhood or community groups in the area which your center serves that are trying to organize the poor and that are in no way connected with your center? Yes______
No ______

If yes:

A. Which groups?

B. What has the attitude of your center been towards these groups, one of helping them or one of keeping hands off?

_____Helping
_____Hands off

C. On the whole would you say that these groups are helping or hindering the activities of the center?

_____Helping
_____Hindering
_____No effect

73. Have any local organizations or groups ever put you under any pressure to change the way your center is run? Yes____
No ____

If yes:

A. Which groups are these?

B. (ASK FOR EACH GROUP) What changes did this group desire?

C. (ASK FOR EACH GROUP) Were these changes made?

D. (ASK FOR EACH GROUP FOR WHOM CHANGES WERE MADE) Did (this change/these changes) increase the quality of your center, decrease it, or make no difference?

A.	B.	C.		D.		
		Change made		Effect on quality		
Name of group	Desired change	Yes	No	Increase	Decrease	No difference

74. When it comes to hiring staff for your center, are there local groups or organizations which put you under pressure to hire or not to hire certain people or certain types of people? Yes____
No ____

If yes:

A. What groups are these?

B. (ASK FOR EACH GROUP) What sorts of demands does this group make?

C. (ASK FOR EACH GROUP) Are its demands effective?

A.	B.	C.	
		Effective	
Name of Group	Demands made	Yes	No

75. Are there local groups or organizations that are particularly favorable to your center? Yes_____
No _____

If yes:

A. Which ones?

____

____

____

76. Are there any local groups or organizations that are particularly unfavorable to your center? Yes_____
No _____

If yes:

A. Which ones?

____

____

____

77. Now, thinking of all the groups and organizations in (Name of area CAA serves) which you have to take into account, both those favorable and those unfavorable to your center, which ones have a considerable influence on your center?

____________________ ____________________

____________________ ____________________

78. How willing do you think the top staff of (Name of CAA) would be to support you if your center were to run into strong local opposition? Would you say they would be very willing to support you, somewhat willing, or not too willing?

_____Very willing
_____Somewhat willing
_____Not too willing

79. Now partially as a summary of what you just told me, please look at these groups **(HAND CARD)** and tell me how much influence you think each of them has on the policies and programs of your center.

	A great deal of influence	Quite a bit of influence	Some influence	No influence at all
The CAA board of directors	____	____	____	____
The director and the staff of the CAA	____	____	____	____
The board of the neighborhood center	____	____	____	____
The staff of the neighborhood center	____	____	____	____
The local poor	____	____	____	____
City (and county) officials	____	____	____	____
The local voluntary welfare agencies	____	____	____	____
79a . Now, how would you place yourself on the same scale?	____	____	____	____

80. Everything considered, what would you say are the most important operating problems your center has? **(PROBE FOR FULL RESPONSE)**

81. Now I'd like to ask you about the goals of (Name of CAA). On this card are some possible goals that (Name of CAA) might have. For each one, please tell me whether this goal is given major emphasis, moderate emphasis, or little or no emphasis by (Name of CAA). (HAND CARD)

	Major Emphasis	Moderate Emphasis	Little or no Emphasis
a) Giving helping services to the poor.	_____	_____	_____
b) Stimulating the existing community agencies to do a better job of serving the needs of the poor.	_____	_____	_____
c) Working on job development and the creation of jobs for the poor.	_____	_____	_____
d) Providing job training for the poor.	_____	_____	_____
e) Changing the attitudes, values, and adjustment skills of the poor so that they will be better motivated and equipped to improve their lot in life.	_____	_____	_____
f) Organizing the poor so as to increase their political power in the community.	_____	_____	_____

82. Which two of these goals is (Name of CAA) spending the most effort on?

#_______ #_________

83. How successful do you think (Name of CAA) will be in achieving these goals:

_______Pretty successful
_______Somewhat successful
_______Not too successful

84. How successful do you think your neighborhood center will be in achieving its objectives: pretty successful, somewhat successful, or not too successful?

_______Pretty successful
_______Somewhat successful
_______Not too successful

86. Now I'd like to ask you about the influence certain groups exercise on (Name of CAA). First, the city (and county) officials. Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

________A lot of influence
________Some influence
________Hardly any

81. Now I'd like to ask you about the goals of (Name of CAA). On this card are some possible goals that (Name of CAA) might have. For each one, please tell me whether this goal is given major emphasis, moderate emphasis, or little or no emphasis by (Name of CAA). (HAND CARD)

	Major Emphasis	Moderate Emphasis	Little or no Emphasis
a) Giving helping services to the poor.	_____	_____	_____
b) Stimulating the existing community agencies to do a better job of serving the needs of the poor.	_____	_____	_____
c) Working on job development and the creation of jobs for the poor.	_____	_____	_____
d) Providing job training for the poor.	_____	_____	_____
e) Changing the attitudes, values, and adjustment skills of the poor so that they will be better motivated and equipped to improve their lot in life.	_____	_____	_____
f) Organizing the poor so as to increase their political power in the community.	_____	_____	_____

82. Which two of these goals is (Name of CAA) spending the most effort on?

#______ #________

83. How successful do you think (Name of CAA) will be in achieving these goals:

_______Pretty successful
_______Somewhat successful
_______Not too successful

84. How successful do you think your neighborhood center will be in achieving its objectives: pretty successful, somewhat successful, or not too successful?

_______Pretty successful
_______Somewhat successful
_______Not too successful

86. Now I'd like to ask you about the influence certain groups exercise on (Name of CAA). First, the city (and county) officials. Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

________A lot of influence
________Some influence
________Hardly any

90. Some people think that the principle of "maximum feasible participation of the poor" is unrealistic and should not have been made part of the legislation of the war on poverty. Other people think it is a good idea and should be taken very seriously. What is your opinion?

____Unrealistic idea
____Good idea
____Other (what)____
____

91. When it comes to (Name of CAA), are you in favor of giving the poor more control over poverty programs than they now have, less control, or do you think the present arrangements are about right?

____Poor should have more control
____Poor should have less control
____Present arrangements about right

92. Who do you think is best equipped to set the goals for a local poverty program: city (and county) officials, the professionally trained experts, or the poor themselves?

____City (and county) officials
____Professional experts
____The poor

93. Who in fact does set the goals for (Name of CAA): the city (and county) officials, the professionally trained experts, or the poor (and their representatives)?

____City (and county) officials
____Professional experts
____The poor

94. Once programs are decided upon, who do you think is best equipped to run the poverty programs so that they will be effective: city (and county) officials, the professionally trained experts, or the poor?

____City (and county) officials
____Professional experts
____The poor

95. In (Name of CAA) what kinds of people in fact determine how the programs are run: mainly appointees of city (and county) officials, mainly professionally trained experts, or mainly the poor?

____Appointees of city (and county) officials
____Professional experts
____The poor

96. There are a lot of different views about why we have a poverty problem in America. Here are some of them and for each one tell me whether you agree strongly, agree somewhat, or disagree. **(THIS SHOULD BE ON A HAND OUT)**

	Agree Strongly	Agree Somewhat	Disagree
a) The poverty problem stems mainly from the failure of our economy to produce enough jobs to take care of everyone who wants to work.	____	____	____
b) The poor are the people who lack the training and skills for the jobs that are available.	____	____	____
c) Poverty today is pretty much the result of racial discrimination.	____	____	____
d) The poor have become so beaten down that they lack the motivation and initiative to improve their lot by themselves.	____	____	____
e) The poor tend to be people with severe social and psychological problems that prevent them from making any progress by themselves.	____	____	____
f) Family instability and broken families are chief causes of poverty.	____	____	____
g) The poverty problem today is largely a result of automation wiping out jobs.	____	____	____
h) The poverty problem can be traced to society's failure to provide adequate institutions to serve the poor, such as good schools, good health facilities and good housing.	____	____	____
i) People today are not as ready to work hard, to save and be frugal as they used to be and this has a lot to do with the poverty problem.	____	____	____
j) The poor tend to be those with severe physical and mental handicaps.	____	____	____

Which of these do you consider to be the most important single reason for the poverty problem in America today?

a) b) c) d) e) f) g) h) i) j)

97. Some people think that the poor not only have less money than the middle class, but that they also have different values, attitudes and beliefs from those held by the middle class. What do you think? Do you think that their values and attitudes are pretty much the same as those of the middle class, or do you think they are different? Same_______
Different_____

If different:

A. Do you think these differences prevent the poor from taking full advantage of those opportunities which they have? Yes______
No ______

B. Do you think that a major goal of the poverty program should be to try to change the values and attitudes of the poor to make them more like those of the middle class? Yes______
No ______

98. I'm going to read you some things that groups of poor people have done in some places in their effort to improve their position. Please tell me for each one, whether you approve or disapprove of the tactic.

	Approve	Disapprove	No opinion
a) Rent strikes	_____	_____	_____
b) Sit-ins in Mayor's office	_____	_____	_____
c) School boycotts	_____	_____	_____
d) Boycotts of businessmen whose hiring policies they disapprove of	_____	_____	_____
e) Picketing of stores to protest prices and quality of goods sold	_____	_____	_____

99. How good a job do you think the school system in (Name of area CAA serves) is doing to help the poor? Do you think they are doing a good job, a fair job, or a bad job of helping the poor?

What about the__________? (Repeat as above)	Good job	Fair job	Bad job
a) School system	_____	_____	_____
b) Churches	_____	_____	_____
c) Hospitals	_____	_____	_____
d) Voluntary welfare agencies	_____	_____	_____
e) Welfare Department	_____	_____	_____

100. Some people think that the chief purpose of a local poverty agency is to reactivate existing community agencies and get them to do a better job of helping the poor. Others feel that a local poverty agency is better off creating new agencies and institutions and bypassing the old. What do you think?

____Work through existing agencies
____Create new agencies

101. Which in fact is (Name of CAA) doing primarily: working through existing agencies or creating new agencies?

____Working through existing agencies
____Creating new agencies
____Both equally

102. Do you see (Name of CAA) as pretty much a temporary organization that will eventually have its functions taken over by other agencies in the community; or do you see it as a more or less permanent organization?

____Temporary organization
____Permanent organization

If temporary:

A. How long do you expect (Name of CAA) to last?____________________

103. The criticism is sometimes made that the poverty program has become a device used by politicians to strengthen their political organizations and has failed to help the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____Very justified
____Somewhat justified
____Not at all justified

104. Another criticism sometimes heard is that the poverty program is being taken over by voluntary welfare agencies that are not particularly responsive to the needs of the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____Very justified
____Somewhat justified
____Not at all justified

105. Still another criticism sometimes heard is that the poverty program in some areas is too much in the hands of the poor who lack the training and experience to plan and administer programs effectively. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____Very justified
____Somewhat justified
____Not at all justified

106. Now I'd like to ask you some more specific questions about your job. First, how satisfied are you with your present job? Would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied?

____Very satisfied
____Somewhat satisfied
____Somewhat dissatisfied
____Very dissatisfied

107. How likely is it that you will be working for (Name of CAA) two years from now: very likely, somewhat likely, odds are about 50-50, or odds are against it?

____Very likely
____Somewhat likely
____Odds are about 50-50
____Odds are against it

108. If you were to leave your present job, how easy would it be to find another at a comparable salary: very easy, somewhat easy, or not too easy?

____Very easy
____Somewhat easy
____Not too easy

109. What are your chances for promotion in (Name of CAA): very good, fairly good, or not too good?

____Very good
____Fairly good
____Not too good

110. What was the last year of school you completed?

____Some high school
____High school graduate
____Some college
____College graduate
____Graduate or professional school

If college graduate:

A. What is the highest degree you hold?____________________

B. What was your area of specialization?____________________

111. What is the occupation you have been trained for?__________________________

112. Do you consider yourself a member of any particular profession? Yes______
No ______

If yes:
A. Which one?______________________________

B. Are you a member of any professional organization? Yes______
No ______

If yes:
1. Which one?____________________________

113. Have you ever worked for a political party during an election campaign?

Yes____
No ____

114. Thinking over your life experiences, would you say that you have had a great deal of personal contact with the poor, a fair amount, a little, or hardly any at all?

____Great deal
____Fair amount
____A little
____Hardly any

115. How would you describe your family's financial position at the time you were growing up? Would you say your family was very well off, fairly well off, about average, somewhat below average, or quite poor?

____Very well off
____Fairly well off
____Average
____Somewhat below average
____Quite poor

116. Have you ever been on welfare? Yes_____
No _____

If yes:
A. When was that?______________________________

117. In which country were you born?______________________________

118. In which country was your father born?______________________________

119. In which country was your mother born?______________________________

120. Do you live in (Name of area CAA serves)? Yes______
No ______

If yes:
A. How long have you lived in (Name of area CAA serves)?____________

121. How old were you on your last birthday?____________

122. What is your present salary?____________________

123. Finally, is there anything else that is important about your center that we did not ask about?

INTERVIEWER'S REPORT

1. Sex of respondent _____Male
_____Female

2. Ethnicity of respondent

_____American Negro
_____Native born White
_____Foreign born White
_____Mexican American
_____Puerto Rican
_____American Indian
_____Other (what)________________________________

3. Cooperation of respondent: ____Good
____Fair
____Poor

4. Length of time of interview__________________

5. Comments:

INTERVIEW GUIDE FOR PROFESSIONAL AND SUB-PROFESSIONAL STAFF OF CAA

1. Name of respondent______________________________

2. How long have you been working for (Name of CAA)?

3. Do you work out of the central office of (Name of CAA), out of a neighborhood center, or where?

    ____Central office of CAA
    ____Neighborhood center (which one)______________________________

    ____Other (where)____

4. Do you work on a particular program being run by (Name of CAA)? Yes______ No ______

    If yes:

    A. Which one?____

    B. Do you work directly with the poor? Yes_______ No _______

5. What is the title of your present job?____

6. Is this a full time or a part time job? Full time______ Part time______

7. What are your major duties?

8. How long have you held this position?_______________________

9. Have you held any other jobs in (Name of CAA) before this one? Yes______ No ______

    If yes:

    A. What were their titles?

    ____

    ____

    B. Is your present job a promotion?

    ______Yes
    ______No
    ______Don't know

10. What was the last job you held before you went to work for (Name of CAA)?

Name of job____________________________________
Held no previous job_________

If did hold a previous job:
A. What organization did you work for?

____

____Self-employed

If worked for an organization:
1. Is this organization located in (Name of Area which CAA serves)?
____Yes
____No

B. When did you leave this job?__________________

11. How did you hear about the job with (Name of CAA)?

12. Did someone recommend you for this job? Yes_____
No _____

If yes:
A. Who? (GET TITLE OF POSITION)____________________________________

13. What prior experiences did you have that qualified you for this job?

14. Who is your immediate supervisor here?____________________________________

15. What is his title?____

16. How often do you meet with him: every day, at least once a week, or less than once a week?

_____Every day
_____At least once a week
_____Less than once a week

17. How well informed would you say he is about the kind of job you are doing. Would you say he is very well informed, somewhat well informed, or not too well informed?

_____Very well informed
_____Somewhat well informed
_____Not too well informed

18. How often do you feel uncertain as to what he expects of you? Does this happen often, sometimes, or hardly ever?

_____Often
_____Sometimes
_____Hardly ever

19. Are you accountable to anyone else besides your immediate supervisor? Yes____ No ____

If yes:

A. What positions do they hold?

____

____

B. (Does he/do they) ever give you directions which conflict with those given you by your immediate supervisor? Yes_____ No _____

20. When an issue arises in your work that requires a decision on a higher level, are you ever uncertain about whom to go to? Yes_____ No _____

If yes:

A. Does this happen often, sometimes, or only rarely?

_____Often
_____Sometimes
_____Only rarely

21. When an issue arises in your work that requires a decision on a higher level, has it been your experience that the decision takes so long to be made that it interferes with your work? Yes_____ No _____

22. How much freedom do you have in carrying out your job the way you feel it ought to be done? Would you say you have a great deal of freedom, some freedom, or almost no freedom at all.

_____Great deal
_____Some
_____Almost no freedom at all

If "some freedom" or "almost no freedom":

A. What restricts the amount of freedom you have?

23. Excluding clerks and secretaries, are there any people who work under you and report directly to you? Yes_____
No _____

If yes:
A. How many?____________

B. How many are professionals?____________

24. Are there regular staff meetings that you attend? Yes_____
No _____

If yes:
A. How often do they take place?____

25. On the whole, how would you describe your relations with the other staff members? Would you say they are very good, fairly good, or not too good?

_____Very good
_____Fairly good
_____Not too good

26. On the whole, how would you describe the relations between the professional members of the staff and the sub-professionals drawn from the local poor? Would you say they are very good, fairly good, or not too good?

_____Very good
_____Fairly good
_____Not too good
_____Does not apply - no sub-professionals drawn from local poor on staff.

27. Do you think that having the local poor on the staff of a program increases its effectiveness, decreases it, or makes no difference?

_____Increases it
_____Decreases it
_____Makes no difference

28. Do you think that having members of the local poor on the staff of an anti-poverty agency helps communication between the rest of the staff and the poor in the area, hinders communication; or doesn't it make any difference?

_____Helps communication
_____Hinders communication
_____Makes no difference

29. Now I'd like to ask you about the influence certain groups exercise on (Name of CAA).

First the city (and county) officials. Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

_____A lot of influence
_____Some influence
_____Hardly any

30. What about the voluntary welfare agencies in (Name of area CAA serves)? Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

_____A lot of influence
_____Some influence
_____Hardly any

31. What about the poor of (Name of area CAA serves)? Would you say they have a lot of influence on the policies and programs of (Name of CAA), some influence, or hardly any?

_____A lot of influence
_____Some influence
_____Hardly any

32. (ASK THIS QUESTION ONLY OF PROFESSIONAL STAFF MEMBERS EMPLOYED IN THE CENTRAL OFFICE OF THE CAA.) Now partly as a summary of what you have just told me, please look at these various groups (HAND CARD) and tell me how much influence you feel each of them has on the policies and programs of (Name of CAA).

	A great deal of influence	Quite a bit of influence	Some influence	No influence at all
The Governing Board of (Name of CAA)	____	____	____	____
The director of (Name of CAA)	____	____	____	____
The staff of (Name of CAA)	____	____	____	____
Regional Office of the OEO	____	____	____	____
Washington Office of the OEO	____	____	____	____
The Governor	____	____	____	____
Local Congressmen	____	____	____	____
City (and County) Officials	____	____	____	____
The voluntary welfare agencies	____	____	____	____
The poor of (Name of area CAA serves)	____	____	____	____
32a. Now, how would you place yourself on this same scale?	____	____	____	____

33. Now I'd like to ask you about the goals of (Name of CAA). On this card are some goals that (Name of CAA) might have. For each one, please tell me whether this goal is given major emphasis, moderate emphasis, or little or no emphasis by (Name of CAA). (HAND CARD)

	Major Emphasis	Moderate Emphasis	Little or No Emphasis
a) Giving helping services to the poor.	____	____	____
b) Stimulating the existing community agencies to do a better job of serving the needs of the poor.	____	____	____
c) Working on job development and the creation of jobs for the poor.	____	____	____
d) Providing job training for the poor.	____	____	____
e) Changing the attitudes, values and adjustment skills of the poor so that they will be better motivated and equipped to improve their lot in life.	____	____	____
f) Organizing the poor so as to increase their political power in the community	____	____	____

34. Which two of these goals is (Name of CAA) spending the most effort on?

#______ #________

35. How successful do you think (Name of CAA) will be in achieving these goals: pretty successful, somewhat successful, or not too successful?

______Pretty successful
______Somewhat successful
______Not too successful

36. Now look over this list again and tell me which two goals you personally think are the most important.

#______ #_______

37. (ASK ONLY OF RESPONDENTS WHOSE WORK DEALS WITH A PARTICULAR PROGRAM) How successful do you think your program will be in achieving its objectives: pretty successful, somewhat successful, or not too successful?

______Pretty successful
______Somewhat successful
______Not too successful

38. Some people think that the principle of "maximum feasible participation of the poor" is unrealistic and should not have been made part of the legislation of the war on poverty. Other people think it is a good idea and should be taken very seriously. What is your opinion?

_____Unrealistic idea
_____Good idea
_____Other (what)____
____

39. When it comes to (Name of CAA) are you in favor of giving the poor more control over poverty programs than they now have, less control, or do you think the present arrangements are about right?

_____Poor should have more control
_____Poor should have less control
_____Present arrangements about right

40. Who do you think is best equipped to set the goals for a local poverty program: City (and county) officials, the professionally trained experts, or the poor themselves?

_____City (and county) officials
_____Professional experts
_____The poor

41. Who in fact does set the goals for (Name of CAA): the city (and county) officials, the professionally trained experts, or the poor (and their representatives)?

_____City (and county) officials
_____Professional experts
_____The poor

42. Once programs are decided upon, who do you think is best equipped to run the poverty programs so that they will be effective: city (and county officials), the professionally trained experts, or the poor?

_____City (and county) officials
_____Professional experts
_____The poor

43. In (Name of CAA) what kinds of people in fact determine how the programs are run: mainly appointees of city (and county) officials; mainly professionally trained experts, or mainly the poor?

_____Appointees of city (and county) officials
_____Professional experts
_____The poor

44. There are a lot of different views about why we have a poverty problem in America. Here are some of them and for each one tell me whether you agree strongly, agree somewhat, or disagree? (THIS SHOULD BE ON A HAND OUT)

		Agree Strongly	Agree Somewhat	Disagree
a)	The poverty problem stems mainly from the failure of our economy to produce enough jobs to take care of everyone who wants to work.	___	___	___
b)	The poor are the people who lack the training and skills for the jobs that are available.	___	___	___
c)	Poverty today is pretty much the result of racial discrimination.	___	___	___
d)	The poor have become so beaten down that they lack the motivation and initiative to improve their lot by themselves.	___	___	___
e)	The poor tend to be people with severe social and psychological problems that prevent them from making any progress by themselves.	___	___	___
f)	Family instability and broken families are chief causes of poverty.	___	___	___
g)	The poverty problem today is largely a result of automation wiping out jobs.	___	___	___
h)	The poverty problem can be traced to society's failure to provide adequate institutions to serve the poor, such as good schools, good health facilities and good housing.	___	___	___
i)	People today are not as ready to work hard, to save and be frugal as they used to be and this has a lot to do with the poverty problem.	___	___	___
j)	The poor tend to be those with severe physical and mental handicaps.	___	___	___

Which of these do you consider to be the most important single reason for the poverty problem in America today?

a) b) c) d) e) f) g) h) i) j)

45. Some people think that the poor not only have less money than the middle class, but that they also have different values, attitudes and beliefs from those held by the middle class. What do you think? Do you think that their values and attitudes are pretty much the same as those of the middle class, or do you think they are different?

____Same
____Different

If different:

A. Do you think these differences prevent the poor from taking full advantage of those opportunities which they have?

____Yes
____No

B. Do you think that a major goal of the poverty program should be to try to change the values and attitudes of the poor to make them more like those of the middle class?

____Yes
____No

46. I'm going to read you some things that groups of poor people have done in some places in their effort to improve their position. Please tell me for each one, whether you approve or disapprove of the tactic.

	Approve	Disapprove	No Opinion
a) Rent strikes	____	____	____
b) Sit-ins in Mayor's office	____	____	____
c) School boycotts	____	____	____
d) Boycotts of businessmen whose hiring policies they disapprove of	____	____	____
e) Picketing of stores to protest prices and quality of goods sold	____	____	____

47. How good a job do you think the school system in (Name of area CAA serves) is doing to help the poor? Do you think they are doing a good job, a fair job, or a bad job of helping the poor?

What about the________? (Repeat as above)	Good job	Fair job	Bad job
a) School system	____	____	____
b) Churches	____	____	____
c) Hospitals	____	____	____
d) Voluntary welfare agencies	____	____	____
e) Welfare Department	____	____	____

48. Some people think that the chief purpose of a local poverty agency is to reactivate existing community agencies and get them to do a better job of helping the poor. Others feel that a local poverty agency is better off creating new agencies and institutions and bypassing the old. What do you think?

____Work through existing agencies
____Create new agencies

49. Which in fact is (Name of CAA) doing primarily: working through existing agencies or creating new agencies?

____Working through existing agencies
____Creating new agencies
____Both equally

50. Do you see (Name of CAA) as pretty much a temporary organization that will eventually have its functions taken over by other agencies in the community; or do you see it as a more or less permanent organization?

____Temporary organization
____Permanent organization

If temporary:
A. How long do you expect (Name of CAA) to last?__________

51. The criticism is sometimes made that the poverty program has become a device used by politicians to strengthen their political organizations and has failed to help the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____Very justified
____Somewhat justified
____Not at all justified

52. Another criticism sometimes heard is that the poverty program is being taken over by voluntary welfare agencies that are not particularly responsive to the needs of the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____Very justified
____Somewhat justified
____Not at all justified

53. Still another criticism sometimes heard is that the poverty program in some areas is too much in the hands of the poor who lack the training and experience to plan and administer programs effectively. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____Very justified
____Somewhat justified
____Not at all justified

54. Now I'd like to ask you some more specific questions about your job. First, how satisfied are you with your present job? Would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied?

____Very satisfied
____Somewhat satisfied
____Somewhat dissatisfied
____Very dissatisfied

55. How likely is it that you will be working for (Name of CAA) two years from now? Would you say it is very likely, somewhat likely, the odds are 50-50, or the odds are against it?

____Very likely
____Somewhat likely
____Odds are 50-50
____Odds are against it

56. If you were to leave (Name of CAA) how easy would it be to find another job at a comparable salary? Would you say it would be very easy, somewhat easy, or not too easy?

____Very easy
____Somewhat easy
____Not too easy

57. What are your chances for promotion in (Name of CAA): very good, fairly good, or not too good?

____Very good
____Fairly good
____Not too good

58. Do you think that your experience of working for (Name of CAA) will increase your chances of getting a good job elsewhere, or will it make no difference?

____Increase chances
____Make no difference

59. What was the last year of school you completed?

____Some high school
____High school graduate
____Some college
____College graduate
____Graduate or professional school

If college graduate:

A. What is the highest degree you hold?________________

B. What was your area of specialization?________________

____

60. What is the occupation you have been trained for?____________________

61. Do you consider yourself a member of any particular profession? Yes____
No ____

If yes:
A. Which one?____________________

B. Are you a member of any professional organization? Yes____
No ____

If yes:

1) Which one?____________________

62. Have you ever worked for a political party during an election campaign?
Yes____
No ____

63. Thinking over your life experiences, would you say that you have had a great deal of personal contact with the poor, a fair amount, a little, or hardly any at all?

____Great deal
____Fair amount
____A little
____Hardly any

64. How would you describe your family's financial position at the time you were growing up? Would you say your family was very well off, fairly well off, above average, somewhat below average, or quite poor?

____Very well off
____Fairly well off
____Average
____Somewhat below average
____Quite poor

65. Have you ever been on welfare? Yes____
No ____

If yes:
A. When was that?____________________

66. In which country were you born?____________________

67. In which country was your father born?____________________

68. In which country was your mother born?____________________

69. Do you live in (Name of area CAA serves)? Yes____
No____

70. How old were you on your last birthday?________________

71. What is your present salary ?________________________

INTERVIEWER'S REPORT

1. Sex of respondent
____Male
____Female

2. Ethnicity of respondent
____American Negro
____Native born white
____Foreign born white
____Mexican American
____Puerto Rican
____American Indian
____Other (what)__________________________

3. Cooperation of respondent:
____Good
____Fair
____Poor

4. Length of time of interview:______________________

5. Comments:

INTERVIEW SCHEDULE FOR BOARD MEMBERS

1. How long have you been on the (Name of CAA) Board? ___Yrs. ____mos.

2. Have you been on the Board since (Name of CAA) was founded?
   Yes ___
   No ___

3. How did you happen to get on the Board?

(INTERVIEWER: CHECK ONE IF APPROPRIATE)

City Official Appointed by Mayor _______

Professional Expert, Representing Voluntary Welfare Agency ________

Nonprofessional Community Leader, Church leader, Businessman, etc. ________

Representative of Target Population who was:

Appointed to represent T. P. ________

Elected by Target population ________

4. Do you see yourself as representing a particular group or organization in the community?
   Yes ___
   No ___

   IF YES:
   A. Which one? ____

5. Is being a board member a position that you were eager to have, or is it something you have taken on because you felt you had to, even though you don't particularly want it?

Eager to have position _______

Didn't particularly want it _______

6. About what proportion of the Board meetings have you been able to attend? Almost all, about two-thirds, about half, about a third, less than a third?

Almost all ____
About two-thirds ____
About half ____
About a third ____
Less than a third ____

7. Considering all the things you have to do, would you say that you have been able to give a lot of time to the CAA Board, a moderate amount, or only a little bit?

A lot of time ____
A moderate amount ____
A little bit ____

8. Compared with other Board members, would you say you are very active, pretty active, or not too active?

Very active ____
Pretty active ____
Not too active ____

9. How well informed would you say you are about what really goes on in (Name of CAA)? Would you say you are very well informed, fairly well informed or not too well informed?

Very well informed ____
Fairly well informed ____
Not too well informed ____

10. Have you ever been the Chairman of the Board?

Yes, current chairman ____
Yes, former chairman ____
No, never chairman ____

11. Are you on the Executive Committee of the Board?

Yes ___
No ___

IF YES:

A. How often does the Executive Committee meet?

____

B. How often do you attend Executive Committee Meetings?

Almost Always ____
Most of the time ____
Sometimes ____
Rarely ____

12. Are you on any other committees?

Yes ___
No ___

IF YES: A. Which ones?
B. How often do they meet?
C. Are you the chairman of any of these committees?

Committee	Frequency of meeting	Chairman
___________	_______________	Yes ___ No ___
___________	_______________	Yes ___ No ___

13. Some Board members tend to be more influential than others in determining which actions the Board takes. Who would you say are the four or five most influential members of your Board? (Include yourself if appropriate)

____
____
____
____

14. Compared with other board members, would you say that you have a lot of influence on the board, some influence or not too much influence?

A lot of influence ___
Some influence ___
Not too much ___

15. When it comes to the decisions that your Board has made concerning programs, have you found yourself mostly in agreement, often in agreement, or mostly in disagreement with the decisions made?

Mostly in agreement ____
Often in agreement ____
Mostly in disagreement ____

16. What about decisions that your Board has made concerning appointments to the staff? Have you mostly agreed, often agreed or mostly disagreed with the Board about staff appointments?

Mostly agreed ____
Often agreed ____
Mostly disagreed ____

17. Have you ever been strongly opposed to any actions taken by your Board?

Yes ___
No ___

IF YES:
A. What did you oppose?

18. How often have you found yourself voting with the majority of the Board members on issues: almost always, most of the time, only sometimes or hardly ever?

Almost always ____
Most of the time ____
Sometimes ____
Hardly ever ____

19. When you think of all the instances where the Board has voted on some issue, would you say that most of the time the voting has been pretty unanimous or would you say that most of the time the voting has been fairly close?

Most votes pretty unanimous ___
Most votes fairly close ___

20. Are there certain groups of Board members that tend to vote the same way on most issues?

Yes ___
No ___

IF YES:
A. What groups are these?

21. In general, would you describe the relationships among Board members as pretty harmonious or would you say that there is a lot of cleavage and opposing cliques?

Pretty harmonious ____
Cleavage and cliques ____

22. Is there any one group of Board members that is particularly close to the Director or that the Director always agrees with?

Yes ___
No ___

IF YES: Which group is that?

___Representatives of local government
___Representatives of local business
___Representatives of social welfare agencies
___Representatives of the target population.
___Other

Now, I'd like to ask you some questions about the relations between the Board and the Executive Director of (Name of CAA).

23. In some communities, the Executive Director has the major influence over what the CAA does. In other communities the Board has the major influence. Which is more true here? Would you say the Director is more influential than the Board or do you think the Board is more influential than the Director?

Director more influential ____
Board more influential ____

24. How often, if ever, has the Board turned down programs that the Director wanted to get funded? Never, once or twice, several times or many times?

Never ____
Once or twice ____
Several times ____
Many times ____

25. How often, if ever, has the Board approved programs that the Director did not want? Never, once or twice, several times, many times.

Never ____
Once or twice ____
Several times ____
Many times ____

26. How often, if ever, has the Board differed with the Director concerning the appointment of personnel to the staff? Never, once or twice, several times or many times?

Never ____
Once or twice ____
Several times ____
Many times ____

27. When disagreements about personnel arise between the Director and members of the Board, who usually wins, the Director or the Board members who differ with him?

Director ____
Board members ____

28. How satisfied are you personally with the job that the Executive Director is doing? Would you say you are very satisfied, pretty satisfied or not too satisfied?

Very satisfied ____
Pretty satisfied ____
Not too satisfied ____

29. What about the staff below the Executive Director? In general, are you very satisfied, pretty satisfied or not too satisfied with the job they are doing?

____Very satisfied
____Pretty satisfied
____Not too satisfied

30. What about the Board? How satisfied are you with the job it is doing? Would you say you are very satisfied, pretty satisfied, or not too satisfied?

____Very satisfied
____Pretty satisfied
____Not too satisfied

31. Now I'd like to ask you about the goals of (Name of CAA). On this card are some possible goals that your CAA might have. For each one, please tell me whether this goal is given major emphasis, moderate emphasis, or little or no emphasis by (Name of CAA). (HAND CARD)

	Major Emphasis	Moderate Emphasis	Little or no Emphasis
a) Stimulating the existing community agencies to do a better job of serving the needs of the poor.	____	____	____
b) Working on job development and the creation of jobs for the poor.	____	____	____
c) Providing job training for the poor.	____	____	____
d) Trying to change the attitudes and values of the poor so that they will be better motivated and equipped to improve their lot in life.	____	____	____
e) Organizing the poor so as to increase their political power in the community.	____	____	____

32. Which two of these goals is (Name of CAA) spending the most effort on?

#__________ #__________

33. How successful do you think (Name of CAA) will be in achieving these goals: pretty successful, somewhat successful, or not too successful?

____Pretty successful
____Somewhat successful
____Not too successful

34. Now look over this list again and tell me which two goals you personally think are the most important.

#__________ #__________

35. Which groups or organizations in your community would you say have a particularly important influence on your CAA?

____

____

____

36. As a Board member, are there any groups or organizations in the community that you listen to and whose interests you try to represent on the Board?

Yes_____
No _____

IF YES:

A. Which ones?

37. How much influence does the local political administration have over your CAA? Would you say it has a lot of influence, some influence, or hardly any?

A lot of influence _____
Some influence _____
Hardly any influence _____

38. What about the established voluntary welfare agencies in this community? Would you say they have a lot of influence over your CAA, some influence, or hardly any?

A lot _____
Some _____
Hardly any _____

39. How much influence do the poor have over your CAA? A lot, some, or hardly any?

A lot _____
Some _____
Hardly any_____

40. Now, partly as a summary of what you have just told me, please look at these various groups (HAND CARD) and tell me how much influence you feel each of them has on the policies of your CAA.

	A great deal of Influence	Quite a bit of Influence	Some Influence	No influence at all
The Board of the CAA	____	____	____	____
The Director	____	____	____	____
The Staff of the CAA	____	____	____	____
Regional Office of OEO	____	____	____	____
Main Office of OEO	____	____	____	____
The Governor	____	____	____	____
Local Congressmen	____	____	____	____
City (County) officials	____	____	____	____
The Voluntary Welfare Agencies	____	____	____	____
The Poor of the Community	____	____	____	____

41. Some people think that the principle of "maximum feasible participation of the poor" is unrealistic and should not have been made part of the legislation of the war on poverty. Other people think it is a good idea and should be taken very seriously. What is your opinion?

Unrealistic ____
Good idea ____
Other (what?) ____

42. When it comes to (Name of CAA) are you in favor of giving the poor more control over poverty programs than they now have, less control, or do you think that the present arrangements are about right?

Poor should have more control ____
Poor should have less control ____
Present arrangement about right ____

43. Who do you think is best equipped to identify the goals for a CAA? The city (and county) officials, the professionally trained experts, or the poor themselves?

____City (and county) officials
____Professional experts
____The poor

44. Who in fact does set the goals for (Name of CAA)? The city (and county) officials, professional experts, or the poor?

____City (and county) officials
____Professional experts
____The poor

45. Apart from setting goals and policy, who do you think is best equipped to run the poverty programs so that they will be effective? City (and county) officials, professional experts, or the poor?

____City (and county) officials
____Professional experts
____The poor

46. In (Name of CAA) what kinds of people in fact determine how the programs are run: mainly appointees of city (and county) officials, mainly professionally trained experts, or mainly the poor?

____Appointees of city (and county) officials
____Professional experts
____The poor

47. There are a lot of different views about why we have a poverty problem in America. Here are some of them and for each one tell me whether you agree strongly, agree somewhat, or disagree? (THIS SHOULD BE ON A HAND OUT)

	Agree Strongly	Agree Somewhat	Disagree
a) The poverty problem stems mainly from the failure of our economy to produce enough jobs to take care of everyone who wants to work.	___	___	___
b) The poor are the people who lack the training and skills for the jobs that are available.	___	___	___
c) Poverty today is pretty much the result of racial discrimination.	___	___	___
d) The poor have become so beaten down that they lack the motivation and initiative to improve their lot by themselves.	___	___	___
e) The poor tend to be people with severe social and psychological problems that prevent them from making any progress by themselves.	___	___	___
f) Family instability and broken families are chief causes of poverty.	___	___	___
g) The poverty problem today is largely a result of automation wiping out jobs.	___	___	___
h. The poverty problem can be traced to society's failure to provide adequate institutions to serve the poor, such as good schools, good health facilities and good housing.	___	___	___
i) People today are not as ready to work hard, to save and be frugal as they used to be and this has a lot to do with the poverty problem.	___	___	___
j) The poor tend to be those with severe physical and mental handicaps.	___	___	___

Which of these do you consider to be the most important single reason for the poverty problem in America today?

a) b) c) d) e) f) g) h) i) j)

48. Some people think that the poor not only have less money than the middle class, but that they also have different values, attitudes and beliefs from those held by the middle class. What do you think? Do you think that their values and attitudes are pretty much the same as those of the middle class, or do you think they are different?

___ Same
___ Different

If different:

A. Do you think these differences prevent the poor from taking full advantage of those opportunities which they have?

Yes ___
No ___

B. Do you think that a major goal of the poverty program should be to try to change the values and attitudes of the poor to make them more like those of the middle class?

Yes ___
No ___

49. I'm going to read you some things that groups of poor people have done in some places in their effort to improve their position. Please tell me for each one whether you approve or disapprove of the tactic.

	Approve	Disapprove	No Opinion
a) Rent strikes	___	___	___
b) Sit-ins in Mayor's office	___	___	___
c) School boycotts	___	___	___
d) Boycotts of businessmen whose hiring policies they disapprove of	___	___	___
e) Picketing of stores to protest prices and quality of goods sold	___	___	___

50. How good a job do you think the school system in (Name of area CAA serves) is doing to help the poor? Do you think they are doing a good job, a fair job, or a bad job of helping the poor?

What about the ______? (Repeat as above)	Good Job	Fair Job	Bad Job
a) School system	____	____	____
b) Churches	____	____	____
c) Hospitals	____	____	____
d) Voluntary welfare agencies	____	____	____
e) Welfare Department	____	____	____
f) Legal Aid Society	____	____	____
g) N.A.A.C.P.	____	____	____
h) C.O.R.E.	____	____	____

51. Some people think that the chief purpose of a CAA is to reactivate existing community agencies and get them to do a better job of helping the poor. Others feel that a CAA is better off creating new agencies and institutions and bypassing the old. What do you think?

Work through existing agencies ____
Create new agencies ____

52. Which in fact is your CAA doing primarily? Working through existing agencies or creating new agencies?

Working through existing agencies ____
Creating new agencies ____
Both equally ____

53. Do you see your CAA as pretty much a temporary organization that will eventually have its functions taken over by other agencies in the community, or do you see it as a more or less permanent organization?

Temporary organization ____
Permanent organization ____

54. Some people think that CAA's should concentrate more on increasing the political power of the poor. Other people think this is not a responsibility of the CAA. What do you think?

Should try to increase
poor's political power ______

Should not try to increase
poor's political power ______

55. The criticism is sometimes made that the poverty program has become a device used by politicians to strengthen their political organizations and has failed to really help the poor. Do you think this kind of criticism is very justified in your community, somewhat justified, or not at all justified?

_____Very justified
_____Somewhat justified
_____Not at all justified

56. Another criticism sometimes heard is that the poverty program is being taken over by voluntary welfare agencies that are not particularly responsive to the needs of the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

_____Very justified
_____Somewhat justified
_____Not at all justified

57. Still another criticism sometimes heard is that the poverty program in some areas is too much in the hands of the poor who lack the training and experience to plan and administer programs effectively. Do you think this kind of criticism is very justified in your community, somewhat justified, or not at all justified?

_____Very justified
_____Somewhat justified
_____Not at all justified

58. What is your occupation?

59. Are you currently holding a full-time job?

60. What is the name of the organization you work for?

Self-employed ______ Organization: ________________________________
(Name)

61. Does this organization provide services for low-income groups?
Yes ___
No ___

IF YES:
A. Does this organization receive funds from the CAA?
Yes ___
No ___

62. Are you the head of this organization?
Yes ___
No ___

63. Are you on the Board of Directors of any other organizations besides the CAA?
Yes _____
No _____

IF YES:
A. Which ones?
____
____
____

64. Are you active in any civil rights groups? Yes ___ No ___

IF YES:
A. Which ones?
____
____
____

65. What was the last year of school you completed?

___Some high school
___High school graduate
___Some college
___College graduate
___Graduate or professional school

If college graduate:
A. What is the highest degree you hold? ____________________
B. What was your area of specialization? ____________________

66. What is the occupation you have been trained for?

____

67. Do you consider yourself a member of any particular profession?

Yes ___
No ___

If yes:
A. Which one? ____________________________________

B. Are you a member of any professional organization?

Yes ___
No ___

If yes:
1. Which one? ____________________________________

68. Have you ever worked for a political party during an election campaign?

Yes___
No___

69. Thinking over your life experiences, would you say that you have had a great deal of personal contact with the poor, a fair amount, a little, or hardly any at all?

_____Great deal
_____Fair amount
_____A little
_____Hardly any

70. How would you describe your family's financial position at the time you were growing up? Would you say your family was very well off, fairly well off, above average, somewhat below average, or quite poor?

____Very well off
____Fairly well off
____Average
____Somewhat below average
____Quite poor

71. Have you ever been on welfare? Yes___ No ___

If yes:
A. When was that? ____________________________________

72. In which country were you born? ____________________________________

73. In which country was your father born? ____________________________________

74. In which country was your mother born? ____________________________________

75. Do you live in (Name of area CAA serves)? Yes ___
No ___

If yes:
A. How long have you lived in (Name of area CAA serves)?

____

76. How old were you on your last birthday? ____________________

77. What is your present income? ____________________

INTERVIEWER'S REPORT

1. Sex of respondent ____Male
____Female

2. Ethnicity of respondent

___American Negro
___Native born white
___Foreign born white
___Mexican American
___Puerto Rican
___American Indian
___Other (what) ______________________________

3. Cooperation of respondent: Good ___
Fair ___
Poor ___

4. Length of time of interview __________

5. Comments:

INTERVIEW GUIDE FOR LOCAL INFORMANTS

1. In general, how would you describe the political climate of (Name of area CAA serves)? Would you say it is very liberal, fairly liberal, about average, fairly conservative, or very conservative?

   ___Very liberal

   ___Fairly liberal

   ___About average

   ___Fairly conservative

   ___Very conservative

2. In the last five years would you say (Name of area CAA serves) has experienced economic growth or decline; or would you say it has remained in about the same economic position?

   ___Growth

   ___Decline

   ___Same position

3. When there are disputes over local issues in (Name of area CAA serves), is it always the same people on oppositve sides; or does the lineup vary a good deal from issue to issue?

   ___Same people

   ___Lineup varies

4. Is this (town, city, county, group of counties) one with strongly divided factions, whether political, economic, or ethnic; or is there little marked cleavage between groups?

___Strongly divided factions
___Little marked cleavage

If strongly divided factions:

A. What are the factions? (FILL IN FIRST COLUMN BELOW)

B. (ASK FOR EACH FACTION) On the average how much interest have these men shown in the activities of (Name of CAA): a great deal of interest, some interest, or not too much interest? (CHECK SECOND, THIRD, OR FOURTH COLUMN)

C. (ASK FOR EACH FACTION) On the average how favorable are these men to (Name of CAA)? Would you say they are very favorable, somewhat favorable, neither favorable nor unfavorable, or opposed to (Name of CAA)? (CHECK FIFTH, SIXTH, SEVENTH, OR EIGHTH COLUMN)

D. (ASK FOR EACH FACTION) Are any members of this group on the board of the CAA? (CHECK NINTH OR TENTH COLUMN)

A.	B.			C.				D.	
	Amount of Interest			Degree of Favorability				Members on board	
Name of Faction	Great deal	Some	Not too much	Very favorable	Somewhat favorable	Neither	Opposed	Yes	No

5. In (Name of area CAA serves) is there one person who can see to it that (Name of CAA) gets the political cooperation it needs?

Yes ___
No ___

If no:

A. Is there a small group of men who can see to it that (Name of CAA) gets the political cooperation it needs?

Yes ___
No ___

6. On the whole how favorable are the influential people in (Name of area CAA serves) to (Name of CAA)? Would you say they are very favorable, somewhat favorable, neither favorable nor unfavorable, or opposed to (Name of CAA)?

___Very favorable
___Somewhat favorable
___Neither favorable nor unfavorable
___Opposed

7. Now I would like to ask you about some specific groups in (Name of area CAA serves). First the chambers of commerce and other business associations. Would you say they are very favorable, somewhat favorable, neither favorable nor unfavorable, or opposed to (Name of CAA)?

Next the __________, (READ LIST AND CHECK RESPONSES)

		Very favorable	Somewhat favorable	Neither favorable nor unfavorable	Opposed
a.	Chambers of commerce and other business associations				
b.	Labor unions				
c.	Religious bodies				
d.	The school board(s)				
e.	PTA's				
f.	Administrators of voluntary welfare agencies				
g.	Major elected political officials				
h.	Administrators of Welfare Department(s)				
i.	Superintendent(s) of Schools				
j.	Administrators of public health services				
k.	Other public officials				
l.	Civil rights groups and other groups trying to organize the poor				

8. What do you think the attitude of the general public is to (Name of CAA)? On the whole would you say they are very favorable, somewhat favorable, neither favorable nor unfavorable, or opposed to (Name of CAA)?

___Very favorable
___Somewhat favorable
___Neither favorable nor unfavorable
___Opposed

9. What are the main racial and ethnic minorities in (Name of area CAA serves)? (FILL IN CHART BELOW)

A. Which of these are relatively unrepresented in the power structure of (Name of area CAA serves)? (CHECK SECOND OR THIRD COLUMNS)

B. (ASK FOR EACH UNREPRESENTED MINORITY) In the past five years has the position of thisgroup in the power structure of (Name of area CAA serves) improved, declined, or remained about the same? (FILL IN LAST THREE COLUMNS)

A.	B.		C.		
	Unrepresented		Political Position		
Name of group	Yes	No	Improved	Declined	Remained same
___	___	___	___	___	___
___	___	___	___	___	___
___	___	___	___	___	___
___	___	___	___	___	___

10. Are there any civil rights groups in (Name of area CAA serves)? Yes___ No ___

If yes:

A. Would you say they are very active, fairly active, or not too active?

___Very active
___Fairly active
___Not too active

11. Aside from civil rights groups, are there any other groups in (Name of area CAA serves) that are trying to organize the poor? Yes ____
No ____

If yes:

A. What kind of activities have these groups engaged in?

12. Behind the scenes who do you think is really making the decisions for (Name of CAA): (HAND CARD) Washington, the mayor or other high elected officials, the heads of the public departments and agencies, the heads of the voluntary welfare agencies, civil rights leaders, the self-styled leaders of the poor, the poor themselves, or some other group? (CHECK ONE)

___Washington
___Mayor or other high elected officials
___Heads of public departments and agencies
___Heads of voluntary welfare agencies
___Civil rights leaders
___Self-styled leaders of the poor
___The poor themselves

___Other (what) ____

____

13. Now let me ask you about the effectiveness of (Name of CAA). How effective do you think it will be in improving the lot of the poor in (Name of area CAA serves): very effective, somewhat effective, or not too effective?

___Very effective
___Somewhat effective
___Not too effective

14. What do you think the view of the effectiveness of (Name of CAA) is among the following groups in (Name of area CAA serves)? First, the elected political officials. In your opinion do they think (Name of CAA) is very effective, somewhat effective, or not too effective?

Next, the __________. (READ REMAINDER OF LIST BELOW AND CHECK APPROPRIATE COLUMN)

	Very effective	Somewhat effective	Not too effective
a. Elected political officials	______	______	______
b. Administrators of public departments and agencies	______	______	______
c. Administrators of voluntary welfare agencies	______	______	______
d. General public	______	______	______

15. Has (Name of CAA) tried to coordinate the anti-poverty activities of the other local institutions and agencies in a community wide attack on poverty?

___Yes
___No

If yes:

A. How successful has it been in coordinating these anti-poverty activities: very successful, somewhat successful, or not too successful?

___Very successful
___Somewhat successful
___Not too successful

16. In the view of knowledgeable outsiders, will (Name of CAA) become a permanent institution in (Name of area CAA serves), or is it seen as a temporary agency whose functions will be taken over by other agencies?

___Permanent institution
___Temporary agency

17. What is the view of the public officials, both elected and appointed, whose work is affected by (Name of CAA), about its permanence? On the whole do they believe it will become a permanent institution; or do they see it as a temporary agency whose functions will be taken over by other agencies?

___Permanent institution
___Temporary agency

18. Now let me ask you about a different topic. A while ago we were discussing the influential people in (Name of area CAA serves). Would you say (Name of director of CAA) is now one of these people? Yes ___
No ___

19. Would you say he was one of them before he became the director of (Name of CAA)?

___Yes
___No

20. Would you say that the leadership of (Name of CAA) has been guided by a spirit of compromise and accommodation, or has it aggressively rocked the boat to improve the lot of the poor?

___Compromise and accommodation
___Rocked the boat

21. Has this always been the style of its leadership? Yes ___
No ___

22. On the whole would you say (Name of CAA) has generated conflict in the community, has reduced existing conflict, or has had no effect on the amount of conflict?

___Generated conflict
___Reduced conflict
___Had no effect

23. Do you think (Name of CAA) is trying to drastically change the way that public services, such as education, employment, welfare, and health, are operating? Yes ___
No ___

24. As far as you know, do the heads of these public service agencies generally see (Name of CAA) as a contribution to their operations or as a threat?

___Contribution
___Threat

25. Are any of the public agencies in the anti-poverty field, such as welfare, education, employment, and health, trying to get separate financing for their programs in order to bypass (Name of CAA)?

____Yes
____No

26. In the overall judgment of the influential members of this community, does (Name of CAA) represent: (READ EACH OF ITEMS BELOW AND CHECK ANSWERS.)

a) A useful addition to community services? Yes____
No ____

b) A diversion of funds that could better be spent by established public agencies? Yes____
No ____

c) A shot in the arm that will help invigorate and improve the operations of the existing agencies? Yes____
No ____

27. Now we would like to find out about the amount of information available about (Name of CAA). How much information do you have on what (Name of CAA) is doing: a lot, some, or not too much?

____A lot
____Some
____Not too much

28. What sources of information on (Name of CAA) do you have?

29. How reliable do you think this information is?

30. Have the newspapers in (Name of area CAA serves) run a large number of news stories on (Name of CAA)?

Yes ___
No ___

If yes:

A. Would you say that on the whole these stories have been such as to almost invariably show (Name of) in a good light, often show it in a good light, or rarely or never show it in a good light?

___Almost invariably
___Often
___Rarely or never

31. Have the local newspapers run a large number of editorials on (Name of CAA)?

___Yes
___No

If yes:

A. On the whole have the editorials been such as to almost invariably show (Name of CAA) in a good light, often show it in a good light, or rarely or never show it in a good light?

___Almost invariably
___Often
___Rarely or never

BASIC DATA FORM

This sheet should be filled out from organizational records, from short interviews with the comptroller, personnel director, and with whoever else is available and could supply the necessary information, e.g., the secretary of the executive director of the CAA.

1. Name of the CAA____________________________________

2. Address of the headquarters of the CAA____________________________________

3. Area covered by the CAA_____________________________

4. List the target areas within the CAA jurisdiction (if any have been specified), their total population, their ethnic composition, and the percent of their families below the poverty line.

		Ethnic Composition				
Name of Area	Total Population	% Mexican-American	% Puerto-Rican	% Negro	% Other	% of Families Below Poverty Line

5. Did the CAA develop as a response to the war on poverty; or was there a a pre-existing organization, such as those supported by the Ford Gray Areas Program or the President's Committee on Juvenile Delinquency, that evolved into the CAA?

_____Developed as response to war on poverty
_____Pre-existing organization

If pre-existing organization:

A. What were its major functions before it received OEO funds?

B. What were its major sources of funds?

C. When was it established?_______________

6. Is the CAA incorporated as a public agency or as a private non-profit agency?

____Public
____Private non-profit

If public:
A. Is the CAA an agency of:

____City(ies)
____County(ies)
____State(s)
____Tribal Council(s)
____Institution(s) of higher education
____Other (What)____
____

B. Is the CAA attached to the mayor's office (or the major executive office of the public body); is it attached to a public department; or is it set up as a separate entity?

____Attached to major executive office
____Attached to public department
____Set up as a separate entity

If set up as a separate entity:
Does it report directly to the mayor (or to the top executive officer)? Yes____
No____

If private:
C. Is it an agency of an institution of higher education? Yes____
No____

7. Date of incorporation of the CAA________________

8. What was the composition of the organizing committee that formed the CAA in this community (i.e., which groups and agencies were represented on the committee)?

A. Which of these groups took the most active role in initiating the formation of the CAA?____

9. Was there a rival organizing committee which sought funding as a CAA?
Yes_____
No______

If yes:
A. Which groups or agencies were represented on this organizing committee?

B. Did this rival group gain representation on the CAA that was formed?
Yes_____
No______

C. Does this rival group continue to exist? Yes_____
No______

If yes:
1. Has it obtained funding for its programs? Yes_____
No______

If yes:
a. What are the sources of funds?

10. Was a Council of Social Agencies active in the community before the CAA was formed? Yes_____
No______

If yes:
A. Does it still exist? Yes_____
No______

B. Did it play a major role in the formation of the CAA? Yes_____
No______

11. Was the successful organizing committee primarily composed of the representatives of the established public and private agencies; or was it composed of groups hitherto outside the welfare structure of the community?

_____Established agencies
_____Outsiders

12. Rank the following five groups on the extent to which they were instrumental in initiating the formation of the CAA. (Place a 1 in front of the most active group; a 2 in front of the second most active; etc. If a group did not participate at all, leave blank.)

_____Existing private agencies
_____Public agencies
_____Local political officials
_____State political officials
_____Civil rights groups

13. In the transition from organizing committee to the CAA, what additional interests were added to the CAA governing board?

14. What was the size of the first governing board of the CAA?___________

15. How many of its members were representatives of the poor?___________

16. How many of these representatives were actually members of the target population?___________

17. What is the present size of the board?___________

18. How often does it meet?___________

19. How many of its members are representatives of the poor?___________

20. How many of these representatives are actually members of the target population?___________

21. Did the CAA receive a research and development grant from OEO? Yes_____
No_____

If yes:
A. When?_______________

22. When did the CAA receive its first funding from OEO for the conduct and administration of programs?_______________

23. Check the groups that are active participants in the coalition that now supports the CAA.

_____Housing and urban renewal authorities
_____Local political officials
_____Representatives of the "out" party
_____State political officials
_____Voluntary welfare agencies
_____Civil rights groups
_____Organized groups of the poor
_____Labor unions
_____Business associations
_____The school system(s)
_____The welfare department(s)
_____Health authorities
_____Public planning and economic development bodies
_____The police and courts
_____Professional associations (such as the American Bar Association and the AMA)
_____Employment agencies
_____Religious organizations
_____Colleges and universities

24. Do the bylaws specify the size of the central governing board? Yes_____
No_____

If yes:
A. What are the minimum and maximum sizes?
1. Minimum____________
2. Maximum____________

25. Do the bylaws specify that there be any proportion of poor on the central governing board? Yes_____
No_____

If yes:
A. What is the specified proportion?______________

26. Do the bylaws specify that certain other groups or officials shall be represented on the central governing board? Yes_____
No_____

If yes:
A. What do they specify?

Name of group or official	Number of representatives specified
________________________	________________________
________________________	________________________
________________________	________________________
________________________	________________________

27. What methods for selecting members of the central governing board are specified in the bylaws?

28. What methods of selecting the chairman of the central governing board are specified in the bylaws?

29. What do the bylaws specify as the term of office of members of the governing board?

_________ Years

30. Is there a limit on the number of terms a board member can serve? Yes_____
No _____

If yes:
A. How many?___________

31. What do the bylaws specify as a quorum of the board?________________

(ANSWER QUESTIONS 32-36 BY FILLING IN THE CHART BELOW.)

32. Check whether or not the central governing board has authority over the activities listed below.

33. For those activities over which the board has authority, check whether the board needs the concurrence of any other persons or groups to act in this area.

34. If concurrence is needed, indicate the titles of the officials or groups whose approval is needed.

35. Indicate what percent of the board members must favor a measure for the board to act in each of the areas over which it has authority.

36. Indicate whether this percentage is based on the total membership of the board or on the number of members present.

	32. Responsible		33. Needs concurrence		34. Titles of officials or groups	35. Size of Percent	36. Basis of Percent	
	Yes	No	Yes	No			Full membership	Members present
1. Appointing and removing executive director.	___	___	___	___	_______	___	_____	______
2. Appointing and removing other staff members.	___	___	___	___	_______	___	_____	______
3. Approving budget	___	___	___	___	_______	___	_____	______
4. Making major policy decisions.	___	___	___	___	_______	___	_____	______
5. Approving programs	___	___	___	___	_______	___	_____	______
6. Authorizing expenditures for programs.	___	___	___	___	_______	___	_____	______

(ANSWER QUESTIONS 37 AND 38 BY FILLING IN THE CHART BELOW.)

37. What are the committees of the Central governing board of the CAA?

38. How often does each committee meet?

Name of committee	Frequency of meeting
__________________________	__________________________
__________________________	__________________________
__________________________	__________________________
__________________________	__________________________
__________________________	__________________________

39. What is the size of the executive committee?____________

40. What groups and interests are represented on the executive committee?

41. What is the term of office of a member of the executive committee?____________

42. Is there any limit on the number of terms a member of the executive committee can serve? Yes_____
No______

If yes:
A. How many terms may a member serve?__________

43. Is the executive director of the CAA an ex officio member of the executive committee? Yes_____
No______

44. Are the meetings of the governing board of the CAA open to the public?
Yes_____
No______

If yes:
A. How many non-members attend the average board meeting?__________

45. Do the bylaws of the CAA specify the term of appointment for any staff personnel? Yes_____
No_____

If yes:
A. What positions are limited in term?

B. (INDICATE FOR EACH POSITION) How long is the term of appointment?

C. (INDICATE FOR EACH POSITION) Is the appointment renewable?

Name of Position	Length of term of appointment	Appointment renewable	
		Yes	No
____________	____________	____	____
____________	____________	____	____
____________	____________	____	____
____________	____________	____	____

46. Are there boards in the target areas which either have the authority to act in any of the areas listed in the chart below or which have a veto power over what is done in these areas? Yes_____
No_____

If yes, fill out the chart below; and answer questions 47 to 52.

A. How many target area boards with these responsibilities are there?

____

B. Indicate in the first two columns whether the target area boards have authority over each of the activities listed below.

C. For each area over which the target area boards have authority, indicate in the third and fourth columns whether the boards have the authority to act in these areas without the need for concurrence by any other boards or persons.

D. For each of the areas where concurrence is needed, indicate in column five the titles of the boards or persons from whom concurrence must be sought.

E. For each of the areas over which the target area board does not have authority, indicate in the sixth and seventh columns whether they have a veto power over actions taken in these areas.

	B. Responsible		C. Needs Concurrence		D. Titles of boards or persons	E. Has veto	
	Yes	No	Yes	No		Yes	No
1. Appointing and removing target area director.	___	___	___	___	________	___	___
2. Appointing and removing target area staff.	___	___	___	___	________	___	___
3. Approving budget for CAA activities in target area.	___	___	___	___	________	___	___
4. Approving CAA programs to be run in target area.	___	___	___	___	________	___	___
5. Authorizing expenditures for CAA programs run in target area.	___	___	___	___	________	___	___
6. Supervising the administration of neighborhood based programs.	___	___	___	___	________	___	___

47. What methods for selecting target area boards are specified in the bylaws of the CAA?

48. Do the bylaws specify the size of these target area boards? Yes_____
No______

If yes:
A. What are the minimum and maximum sizes?

Minimum__________

Maximum__________

49. List below the target area boards and the size of each.

Name of board	Target area served	Size of board

50. What proportion of the target area board members must, as specified in the bylaws of the CAA, be residents of the target area?______________

51. What proportion of the target area board members must, as specified in the bylaws of the CAA, be members of the target population? ________

52. Are the meetings of the target area boards open to the public? Yes_____
No______

If yes:
A. How many non-members attend the average board meeting?__________

INFORMATION TO BE OBTAINED FROM COMPTROLLER OF CAA

53. Sources of CAA funds in this fiscal year and previous fiscal year.

Sources	Amount received this fiscal year	Amount received previous fiscal year
OEO		
Local government		
The Department of Labor		
Other federal agencies		
State government		
Private foundations		
Local private agencies		
Total funds received		

54. Total anticipated expenditures of the CAA for this fiscal year. (The total recorded in this question should equal the total funds received in this fiscal year.)

	Personnel	Consultants & contract services	Travel	Space Costs and rental	Consumable supplies	Rental, lease or purchase of equipment	Other costs
Total expenditure for central administration							
Total expenditure for programs (both those run by CAA staff and those delegated to other agencies)							
Other (specify)							
Total expenditure in each area							

Grand total of expenditures

____

55. Allocation of program funds to types of programs in this fiscal year and in previous fiscal year. (Include here both programs run by CAA staff and those delegated to other agencies.)

Type of program	Amount allocated this fiscal year	Amount allocated previous fiscal year
Programs for creating job opportunities.	______________	________________
Job training programs	______________	________________
Educational programs for children	______________	________________
Adult literacy programs	______________	________________
Programs for improvement of physical and mental health	______________	________________
Housing programs and programs of home improvement	______________	________________
Consumer action programs	______________	________________
Legal assistance programs	______________	________________
Programs of aid to the elderly (excluding ones listed under other classifications)	______________	________________
Programs for community organization	______________	________________
Other types of programs (specify)		

____

____

____

56. Total expenditure on delegated programs in current fiscal year.

Name of program	Name of delegate organization	Amount of funds granted

Total funds granted for delegated programs ______________

57. Funds from current budget allocated to following activities (include salaries and all other expenditures):

Research and evaluation	______________
Staff training	______________
Public relations and public information	______________

58. Total expenditures in preceding fiscal year for consultants (include all consultants for administration, program development, research, etc.)

____

INFORMATION TO BE OBTAINED FROM EITHER COMPTROLLER OR DIRECTOR OF PERSONNEL

59. Total number of people on payroll of CAA.

	Full time	Part time
Professionals	________	________
Sub-professionals	________	________
Clerical	________	________
Other (specify)		
______________	________	________
______________	________	________

60. Number of persons working on CAA programs who are not on the payroll of the CAA, by type:

VISTA ____________

Neighborhood Youth Corps ____________

Employees of delegate organizations who are employed on CAA programs ____________

Volunteers ____________

61. Please attach the organizational chart of the CAA, including the organizational charts of its neighborhood centers and programs.

COMMUNITY CHARACTERISTICS FORM

/CHECK ONE/ This CAA serves ☐ a city or town (fill in name:)__________ _____
city or town state

☐ a county (fill in name:)______________ _____
county state

☐ other (please describe:)

For each of the items below, please fill in the appropriate answer. Information is generally requested for both the total area the CAA serves and for the combined target areas. In Section One the information for the total area for 1950 and 1960 can be found in the 1950 and 1960 censuses. In most cases more recent information is also desirable; and the researcher should supply it in all cases where it is available. The researcher should also indicate the date at which the information was collected. Generally, census data are not available for target areas. Therefore the researcher should try to locate the most recently collected data on the target areas, if any have been collected; and he should supply the date at which the data were collected.

Section One

1. Population of the area:

	1950	1960	Most recent figures (196_)
White	________	________	__________________________
Non-White	________	________	__________________________

2. Percent of population in towns or cities of 25,000 or over:

1950	1960	Most recent figures (196_)
_____	_____	________________

3. Percent of the population 25 years old (or more) with eight years or less of formal education:

	1960	Most recent figures (196_)
White	_____	________________
Non-white	_____	________________

4. Median years of education of the population aged 25 years or more:

1950	1960	Most recent figures (196_)

5. Percent of persons aged 14 and 15 who are enrolled in school:

1960	Most recent figures (196_)

6. Percent of persons aged 16 and 17 who are enrolled in school:

1960	Most recent figures (196_)

7. Number and percent of unemployed persons in the labor force:

	Number of unemployed				
	White		Non-white		Percent unemployed
	Men	Women	Men	Women	
1950					
1960					
Most recent figures (196_)					

8. Percent of persons employed by industry:

	1950	1960	Most recent figures (196_)
% in manufacturing			
% in agriculture, fishing or forestry			
% in public employ			
% in other			

9. Percent of employed persons by job classification:

	1950	1960	Most recent figures (196_)
% professional, technical and kindred workers	____	____	__________
% farmers and farm managers	____	____	__________
% managers, officials and proprietors, except farm owners and managers	____	____	__________
% clerical and kindred workers	____	____	__________
% sales workers	____	____	__________
% craftsmen, foremen, and kindred workers	____	____	__________
% operatives and kindred workers	____	____	__________
% private household workers	____	____	__________
% service workers, exclusive of household workers	____	____	__________
% farm laborers and farm foremen	____	____	__________
% laborers exclusive of farm and mines	____	____	__________
% occupation not reported	____	____	__________

10. Percent of population born in:

	1960	Most recent figures (196_)
United States	____	_____________
Puerto Rico	____	_____________
Mexico	____	_____________
Other foreign born	____	_____________

11. Median family income:

1950	1960			Most recent figures (196_)		
	White	Non-white	Total	White	Non-white	Total
____	____	____	____	____	____	____

12. Percent of families with income:

	1950	1960	Most recent figures (196_)
Less than $2,000 a year	____	____	____
Between $2,000 and $2,999	____	____	____
Between $3,000 and $3,999	____	____	____
Between $4,000 and $9,999	____	____	____
More than $10,000 a year	____	____	____

13. Percent of housing units classified as either dilapidated or as lacking either hot water or other plumbing facilities:

1960	Most recent figures (196_)
____	____

14. Comparable data for combined target areas:

A. Combined population of all target areas:

Date information collected (196_)

White ____

Non-white ____

B. Percent of population 25 years old (or more) with eight years or less of formal education:

Date information collected (196_)

____

C. Percent of persons aged 14 and 15 who are enrolled in school:

Date information collected (196_)

____

D. Percent of persons aged 16 and 17 who are enrolled in school:

Date information collected (196_)

______

E. Number and percent of unemployed persons in the labor force:

Date information collected (196_)

Number ______ Percent ______

F. Percent of population born in:

Date information collected (196_)

United States ________
Puerto Rico ________
Mexico ________
Other foreign born ________

G. Median family income:

Date information collected (196_)

White ______
Non-white ______
Total ______

H. Percent of families with income:

Date information collected (196_)

Less than $2,000 a year ______
Between $2,000 and $2,999 a year ______
Between $3,000 and $3,999 a year ______
Between $4,000 and $9,999 a year ______
More than $10,000 a year ______

I. Percent of housing units classified either as dilapidated or as lacking either hot water or other plumbing facilities:

Date information collected (196_)

______

Section Two

In this section the data called for are generally not available from census records; and the researcher will have to find the most recent information he can from other sources.

1. Percent of population in total area which is:

Date information collected (196_)

Oriental ______

Negro ______

Puerto Rican ______

American Indian ______

Mexican-American ______

2. Age limit for eligibility under Aid to Families of Dependent Children______

3. Number of persons receiving A.F.D.C. payments:

Date information collected (196_)

____

Number of persons under age limit as of the same date:

____

4. Number of persons over sixty-five receiving Old Age Assistance:

Date information collected (196_)

Number of persons over sixty-five as of same date:

5. Number of family units receiving welfare benefits:

Date information collected (196_)

Number of family units as of same date:

6. Standard welfare allotment for four person family per year______________

7. Total city welfare budget for last fiscal year _______________

8. Percent of city budget spent on welfare for last fiscal year____________

9. For how long must a person reside in the area the CAA serves before he can receive welfare benefits?__________________

10. Percent of men aged 18 to 25 examined last year by selective service who were rejected_______________

11. Rate of illegitimate births:

Date information collected (196_)

12. Infant mortality rate:

Date information collected (196_)

13. Percent of persons 18 years or younger living in households in which either parent is not present:

Date information collected (196_)

14. Percent of non-white pupils 14 years or less attending schools in which at least 25 percent of the pupils are white:

Date information collected (196_)

15. Percent of non-white pupils 14 years or less attending schools in which at least 95 percent of the pupils are non-white:

Date information collected (196_)

______

16. Comparable data for combined target areas:

A. Number of persons receiving A.F.D.C. payments:

Date information collected (196_)

______

Number of persons under age limit as of same date:

______

B. Number of persons over sixty-five receiving Old Age Assistance:

Date information collected (196_)

______

Number of persons over sixty-five as of same date:

______

C. Number of family units receiving welfare:

Date information collected (196_)

______

Number of family units as of same date:

______

D. Percent of men aged 18 to 25 examined last year by selective service who were rejected__________

E. Rate of illegitimate births:

Date information collected (196_)

______

F. Infant mortality rate:

Date information collected (196_)

_____

G. Percent of persons 18 years or younger living in households in which either parent is not present:

Date information collected (196_)

_____

Section Three

1. Please describe the form of local government for the area served by the CAA, e.g., City Manager, Mayor and Legislature, County Supervisor, etc.

2. In the area covered by the CAA is the government mainly Republican, mainly Democratic, equally Democratic and Republican, or Non-partisan?

____Mainly Republican
____Mainly Democratic
____Equally Democratic and Republican
____Non-partisan

3. Number of people who were old enough to vote in:

1960_____ 1964_____

4. Number of persons registered to vote in:

1960_____ 1964_____

5. Voting in 1960:

Votes for Kennedy _____

Votes for Nixon _____

Other _____

Total vote _____

6. Voting in 1964:

Votes for Johnson _____

Votes for Goldwater _____

Other _____

Total vote _____

7. Number of people old enough to vote in combined target areas in:

1960_________ 1964_________

8. Number of people registered to vote in combined target areas in:

1960_________ 1964_________

9. Voting in 1960 in combined target areas:

Votes for Kennedy _______

Votes for Nixon _______

Other _______

Total vote _______

10. Voting in 1964 in combined target areas:

Votes for Johnson _______

Votes for Goldwater _______

Other _______

Total vote _______

11. Which of the following organizations exist in this area:

	Yes	No	Don't Know
Socialist Party	☐	☐	☐
John Birch Society	☐	☐	☐
CORE	☐	☐	☐
Klu Klux Klan	☐	☐	☐

11. (continued)

	Yes	No	Don't Know
NAACP	☐	☐	☐
Communist Party	☐	☐	☐
United Peace Party	☐	☐	☐
American Civil Liberties Union	☐	☐	☐
Urban League	☐	☐	☐
SNCC	☐	☐	☐

12. Number of beds in voluntary hospitals. (Do not include proprietary, city, county, state, or national hospitals.)

____

13. Do any volumtary welfare institutions giving the following types of services exist in the area which the CAA serves?

	Yes	No
a. Direct relief to needy persons and families	___	___
b. Assistance to handicapped people	___	___
c. Legal aid	___	___
d. Family and psychological counselling	___	___
e. Vocational training	___	___
f. Assistance in finding employment	___	___
g. Foster homes for children	___	___
h. Hospital care for the needy	___	___
i. Care of the aged	___	___

14. Total contributions to United Fund in previous year____________________

15. Total contributions to the following agencies only if they did not participate in the United Fund drive:

	Amount given
a. American Cancer Society	____________
b. Red Cross	____________
c. National Foundation	____________
d. National Tuberculosis Association	____________
e. National Society for Crippled Children and Adults	____________

INTERVIEW SCHEDULE FOR EXECUTIVES OF RELEVANT AGENCIES

Note to the interviewer: The first part of the schedule deals with certain basic characteristics of the agency which the director is being asked to supply. Detailed information with regard to the following questions need not be obtained since all we want to find out are the most general characteristics. Thus, for many agencies the answers to some of these questions will be obvious. This would include, for example, the answers of the chief of police and the superintendent of schools to the question, "Would you please give me a one or two sentence summary of what your organization does?" The interviewer should himself provide the answers to all such questions. In addition, certain of the questions can be reworded at the interviewer's discretion to make them more applicable to his respondent.

1. Title of the organization ____

2. To begin with, we'd like to ask you some questions about your organization.

   First, would you please give me a one or two sentence summary of what your organization does?

3. How many (clients/people) does your organization work with each year?

   ____

4. Roughly, what per cent of these people are below the poverty line?

   ____

5. What proportion of these people from below the poverty line are: (ASK EACH OF BELOW)

   Negroes_______

   Puerto Ricans_______

   Mexican-Americans_______

   American Indians_______

6. How many people does your organization employ? __________

7. What is the total annual budget of your organization? __________

   A. What per cent of this comes from private sources? __________

   B. And what per cent from public? __________

   If the organization receives any public funds:

   1. What proportion of the public funds comes from the federal government?

      ____

8. Did your organization ever enter into negotiations with (Name of CAA) to get money to run programs?

   ______ Yes

   ______ No

   If yes:

   A. Who initiated the negotiations: (Name of CAA), your agency, or somebody else?

      ______ (Name of CAA)

      ______ Own agency

      ______ Somebody else (Who?) ______________________

   B. Did you receive the funds for these programs?

      ______ Yes

      ______ No

   If no:

   1. Why were the negotiations unsuccessful?

Ask questions 9 through 23 of those who have received CAA funds. If no CAA funding, skip to question 24.

ASK QUESTION 9 THROUGH 23 OF THOSE WHO HAVE RECEIVED CAA FUNDS. IF NO CAA FUNDING, SKIP TO QUESTION 24.

9. What programs were supported by (Name of CAA) funds? (FILL IN FIRST COLUMN)

10. (ASK FOR EACH PROGRAM) Who initiated the idea for the program: your own organization, (Name of CAA), or someone else? (FILL IN SECOND COLUMN)

11. (ASK FOR EACH PROGRAM) How much money did you receive annually? (FILL IN THIRD COLUMN)

12. (ASK FOR EACH PROGRAM) When did the program start operation under (Name of CAA) funding? (FILL IN FOURTH COLUMN)

9 Name of program	10 Name of initiator	11 Ann. funds	12 Date

13. Which of the following effects has the acquisition of funds from (Name of CAA) had on your agency:

A. Led to the expansion of normal activities?

____ No

____ Only in CAA-funded programs

____ In other agency services as well

B. Led to development of new activities?

____ No

____ Only in CAA-funded programs

____ In other agency services as well

C. Changed the types of people with whom the agency works?

____ No

____ Only in CAA-funded programs

____ In other agency services as well

D. Altered the intervention strategy of the agency?

____ No

____ Only in CAA-funded programs

____ In other agency services as well

E. Shifted the ideological focus of the agency?

____ No

____ Only in CAA-funded programs

____ In other agency services as well

F. Led to decentralization of agency services?

____ No

____ Only in CAA-funded programs

____ In other agency services as well

G. Increased the influence of members of the target population on agency policies and programs?

____ No

____ Only in CAA-funded programs

____ In other agency services as well

14. Is your agency still receiving funds from (Name of CAA)? Yes______
No ______

If no:

A. Why not?

If yes:

B. For which programs? ____________________

____

____

C. What proportion of the total agency budget do (Name of CAA) funds represent?

____

15. (Does/did) (Name of CAA) require regular reports on the programs that you (are/were) running with their funds?

____ Yes

____ No

If yes:

A. How often (do/did) you submit reports to (Name of CAA) on the funded program?

____

B. (Are/were) these written or oral reports?

____ Written

____ Oral

____ Both

16. (Does/did) (Name of CAA) require financial reports on the funded programs?

____ Yes

____ No

If yes:

A. How often (do/did) you submit financial reports on the funded programs?

____

17. (Does/Did) (Name of CAA) retain control over employment standards and policies for staff hired for the funded programs?

____ Yes

____ No

18. (Does/Did) (Name of CAA) send observers or visitors to monitor the operations of the funded programs?

____ Yes

____ No

If yes:

A. How often (do/did) (Name of CAA) visitors observe the funded programs?

____

19. (Does/Did) (Name of CAA) have an advisory committee that advises your agency on the funded programs?

____ Yes

____ No

If yes:

A. (Are/were) the members of this advisory committee (Name of CAA) staff, members of the governing board of (Name of CAA) or its standing committees, or members of the target population?

____ Staff

____ Members of board or committees

____ Target population

____ Combination of above

____ Other (who?) ______________________________

B. Has the (Name of CAA) advisory committee played an active role in directing the activities of the funded programs?

____ Yes

____ No

20. (Does/Did) (Name of CAA) staff intervene directly in program operations in the funded programs?

____ Yes

____ No

21. Who (has/had) the major say on how the funded programs (are/were) run: your agency or (Name of CAA)?

____ Own agency

____ CAA

22. Do you believe that agencies running programs funded from poverty funds should retain full autonomy (aside from fiscal accountability), or should the agencies be responsive to direction from the local anti-poverty agency?

____ Agency should retain autonomy

____ Agency should be responsive to anti-poverty agency direction

23. Do you believe that (Name of CAA) has exercised too much control, about the right amount of control, or too little control over the funded programs?

____ Too much control

____ Right amount

____ Too little control

A. What are your reasons for saying this?

24. Have you applications in for (further) funds from (Name of CAA)?

____ Yes

____ No

25. Has your organization ever tried to bypass (Name of CAA) and apply directly to OEO for money for anti-poverty activities?

____ Yes

____ No

If yes:

A. Was your organization successful in getting any of the funds you applied for?

____ Yes

____ No

If yes:

1. How much did your organization receive?____________

26. Are there any programs that used to be run directly by (Name of CAA) that your organization has taken over and is now running?

____ Yes

____ No

If yes:

A. What programs are these? (FILL IN FIRST COLUMN)

B. (ASK FOR EACH PROGRAM) Whose idea was it for your organization to take over the program: your own organization, (Name of CAA), or somebody else: (FILL IN SECOND COLUMN)

C. (ASK FOR EACH PROGRAM) Where do the funds for this program come from: your own regular budget, directly from OEO in Washington, from (Name of CAA), or from another source? (FILL IN THIRD COLUMN)

D. (ASK FOR EACH PROGRAM) On the whole, would you say you are running the program about as well as (Name of CAA), better, or worse? (FILL IN FOURTH COLUMN)

A. Name of program	B. Agent of change			C. Source of funds	D. Manner program run		
	Own Org.	(CAA)	Other		Same	Better	Worse
____________	____	____	____	____________	____	____	____
____________	____	____	____	____________	____	____	____

27. How much of a role did your organization take in forming (Name of CAA): a large role, a minor role, or did your organization have no hand in it at all?

____ Large role

____ Minor role

____ No hand at all

28. Does your organization have any representatives on the governing board of (Name of CAA)?

____ Yes

____ No

If yes:

A. Were these representatives recommended by your own organization?

____ Yes

____ No

29. Does your organization have any representatives on the neighborhood center boards of (Name of CAA)?

____ Yes

____ No

If yes:

A. Were these representatives recommended by your own organization?

____ Yes

____ No

30. Does your organization have any representatives on the planning committee of (Name of CAA)?

____ Yes

____ No

If yes:

A. Were these representatives recommended by your own organization?

____ Yes

____ No

31. On the whole, would you say that your organization has a lot of influence over the policies and programs of (Name of CAA), some influence, or not too much influence?

____ A lot

____ Some

____ Not too much

32. In some communities, the community action agencies like (Name of CAA) have tried to coordinate the anti-poverty programs in the area. For example, they might get the existing public and private organizations to cooperate in supporting a new program or in serving a particular neighborhood. Has (Name of CAA) tried to coordinate anti-poverty programming in this community?

____ Yes

____ No

____ Don't know

If yes:

A. What kinds of things have they done?

33. Has (Name of CAA) asked your agency to cooperate in any coordinated efforts?

____ Yes

____ No

If yes:

A. Did they ask your agency to contribute space, staff time, or other resources?

____ Yes

____ No

If yes:

1. What was your agency's response to this request? Did you agree to do it, did you decide not to meet the request, or is the decision still being considered?

____ Agree

____ Not agree

____ Under consideration

B. Did they ask your agency to alter any of its existing rules or regulations?

____ Yes

____ No

If yes:

1. What was your agency's response to this request? Did you agree to do it, did you decide not to meet the request, or is the decision still being considered?

____ Agree

____ Not agree

____ Under consideration

C. Did they ask your agency to alter its programs, such as by serving new groups or changing program strategies?

____ Yes

____ No

If yes:

1. What was your agency's response to this request? Did you agree to do it, did you decide not to meet the request, or is the decision still being considered?

____ Agree

____ Not agree

____ Under consideration

D. Did they ask your agency to assign staff to (Name of CAA) 's neighborhood service centers?

____ Yes

____ No

If yes:

1. What was your agency's response to this request? Did you agree to do it, did you decide not to meet the request, or is the decision still being considered?

____ Agree

____ Not agree

____ Under consideration

E. Did they ask your agency to decentralize services by opening your own neighborhood offices?

____ Yes

____ No

If yes:

1. What was your agency's response to this request? Did you agree to do it, did you decide not to meet the request, or is the decision still being considered?

____ Agree

____ Not agree

____ Under consideration

F. Did they ask your agency to drop any existing programs in order to prevent overlapping and duplication?

____ Yes

____ No

If yes:

1. What was your agency's response to this request? Did you agree to do it, did you decide not to meet the request, or is the decision still being considered?

   ____ Agree

   ____ Not agree

   ____ Under consideration

G. Would you tell me a little about the reasons for your agency's decisions in these cases?

34. To the best of your knowledge, has (Name of CAA) requested other organizations in the community to coordinate any of their activities for serving the poor? First the housing and urban renewal authorities.

A. Has (Name of CAA) asked them to cooperate in any planned efforts? (FILL IN FIRST OR SECOND COLUMN)

B. (FOR EACH ORGANIZATION THAT WAS ASKED TO COOPERATE) Did they agree to cooperate with (Name of CAA) in the coordinated effort? (CHECK THIRD, FOURTH OR FIFTH COLUMN)

Next the ____________________(CONTINUE DOWN THE LIST).

	A. Asked to cooperate		B. Response		
	Yes	No	Agreed	Refused	Don't Know
Housing and urban renewal authorities	___	___	___	___	___
Voluntary welfare agencies	___	___	___	___	___
Civil rights groups	___	___	___	___	___
Labor unions	___	___	___	___	___
Business associations	___	___	___	___	___
The school system(s)	___	___	___	___	___
The welfare department(s)	___	___	___	___	___
Health authorities	___	___	___	___	___
Public planning and economic development agencies	___	___	___	___	___
The police department(s)	___	___	___	___	___
Employment agencies	___	___	___	___	___
Religious organizations	___	___	___	___	___
Colleges and universities	___	___	___	___	___

35. Do you think that there should be community wide coordination of anti-poverty activities in this community?

___ Yes

___ No

A. Why is that?

If yes:

B. Do you believe that (Name of CAA) is the proper agency to do the coordinating?

____ Yes

____ No

If no:

1. What agency do you think should actually coordinate anti-poverty activities?

2. What characteristics of (Name of CAA) make it inappropriate as the coordinating agency?

36. In some communities there have been complaints because the community action agency has raided personnel from established agencies. Has this been a problem for your organization?

____ Yes

____ No

37. Some people feel that (Name of CAA) represents a diversion of funds that could be better spent by the established public and private agencies. Do you agree or disagree with that?

____ Agree

____ Disagree

38. Do you find that (Name of CAA) is in any way competitive with your organization for funds?

____ Yes

____ No

39. What about staff? Is it competitive with your organization for staff?

____ Yes

____ No

40. Is (Name of CAA) competitive with your own organization for public support?

____ Yes

____ No

41. What about clients? Is it competitive with your organization for clients?

____ Yes

____ No

IF YES TO EITHER 38, 39, 40, or 41:

A. Does this competition impede the working of your organization, does it help, or does it have no effect?

____ Impedes

____ Helps

____ Has no effect

42. Are there any (other) ways in which (Name of CAA) interferes with the functioning of your organization or threatens its stability?

____ Yes

____ No

If yes:

A. In what ways?

43. When (Name of CAA) was first being formed, was your organization very favorable, somewhat favorable, indifferent or opposed to its formation?

____ Very favorable

____ Somewhat favorable

____ Indifferent

____ Opposed

44. What about now? Would you say that now your organization is very favorable, somewhat favorable, indifferent or opposed to (Name of CAA)?

____ Very favorable

____ Somewhat favorable

____ Indifferent

____ Opposed

45. Taking everything into account, how good a job do you feel that (Name of CAA) is doing in combating poverty in this community? Would you say that it is doing a very good job, a pretty good job, or not too good a job?

____ Very good

____ Pretty good

____ Not too good

46. Now I'd like to turn to your own opinions.

Some people think that the principle of "maximum feasible participation of the poor" is unrealistic and should not have been made part of the legislation of the war on poverty. Other people think it is a good idea and should be taken very seriously by (Name of CAA). What is your opinion?

____ Unrealistic idea

____ Good idea

____ Other (What?) ________________________________

____

____

____

47. There are a lot of different views about why we have a poverty problem in America. Here are some of them and for each one tell me whether you agree strongly, agree somewhat, or disagree. (THIS SHOULD BE A HAND OUT)

		Agree Strongly	Agree Somewhat	Disagree
a)	The poverty problem stems mainly from the failure of our economy to produce enough jobs to take care of everyone who wants to work.	____	____	____
b)	The poor are the people who lack the training and skills for the jobs that are available.	____	____	____
c)	Poverty today is pretty much the result of racial discrimination.	____	____	____
d)	The poor have become so beaten down that they lack the motivation and initiative to improve their lot by themselves.	____	____	____
e)	The poor tend to be people with severe social and psychological problems that prevent them from making any progress by themselves.	____	____	____
f)	Family instability and broken families are chief causes of poverty.	____	____	____
g)	The poverty problem today is largely a result of automation wiping out jobs.	____	____	____
h)	The poverty problem can be traced to society's failure to provide adequate institutions to serve the poor, such as good schools, good health facilities and good housing.	____	____	____
i)	People today are not as ready to work hard, to save and be frugal as they used to be and this has a lot to do with the poverty problem.	____	____	____
j)	The poor tend to be those with severe physical and mental handicaps.	____	____	____

Which of these do you consider to be the most important single reason for the poverty problem in America today?

a) b) c) d) e) f) g) h) i) j)

50. The criticism is sometimes made that the poverty program has become a device used by politicians to strengthen their political organizations and has failed to help the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____ Very justified

____ Somewhat justified

____ Not at all justified

51. Another criticism sometimes heard is that the poverty program is being taken over by voluntary welfare agencies that are not particularly responsive to the needs of the poor. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____ Very justified

____ Somewhat justified

____ Not at all justified

52. Still another criticism sometimes heard is that the poverty program in some areas is too much in the hands of the poor who lack the training and experience to plan and administer programs effectively. Do you think this kind of criticism is very justified in (Name of area CAA serves), somewhat justified, or not at all justified?

____ Very justified

____ Somewhat justified

____ Not at all justified

CRITICAL REVIEW OF MATERIALS

Report of a Meeting of Academic and Action Consultants

For a critical review of the materials in this document, consultants from academic and action settings met at the Bureau on October 18, 1966. Those attending were:

Michael Brooks, North Carolina Fund
Steve T. Butt, Cumberland Valley Area Economic Opportunity Council
Robert Crain, National Opinion Research Center
James E. Kendrick, Cumberland Valley Area Economic Opportunity Council
William Lawrence, Office of Economic Opportunity
S. M. Miller, Ford Foundation
John J. Musial, Mayor's Committee--Total Action Against Poverty, Detroit
Ralph J. Perrotta, Progress for Providence
Stanley H. Udy, Jr., Yale University

The discussion ranged from consideration of the feasibility of the procedure of standardized interviewing for research on community action agencies, through the applicability of the "key variables" to agency operations, to suggestions for rewording of individual items. Section A of this report describes the major issues raised at the meeting, with some suggestions for adapting and improving the present instruments. Section B lists additional "key variables" that were suggested by the consultants, with notes on possible questions for their measurement. At the end of Section B, we have added further indicators for some of the key variables in the original materials.

SECTION A: GENERAL DISCUSSION

General accord was registered with the view that research on community action agencies should not be--as it was never intended to be--limited to use of the forms and interview schedules in this document. The original intent of this guide, as formulated by OEO, was that it provide a set of "common concerns" to enhance the comparability of the eight research studies of community action agencies funded by OEO. This research will go beyond the bounds of the issues contemplated here, but through inclusion of the common core of information on organizational characteristics, it will have greater value and generalizability.

The consultants stressed the need for broad and historical knowledge of the CAA. Participant-observation should be built into the research design. When the research teams are thoroughly immersed in the background and functioning of the agency, they will be able to adapt the research instruments most intelligently, probe for the key factors, and refuse to be satisfied with superficialities and platitudes.

A major theme of the discussion was the constant change and flux in agencies and programs. The flow chart of inputs and outputs of a CAA on page 6 of the Introduction probably implies too static a picture of the complex realities of the situation. As the following discussion suggests, feedback loops can be incorporated into the diagram to indicate the pressures and continuing inputs from inside and outside the organization.

One strategy for capturing the dynamics of agency functioning is to impose a time dimension on certain questions. For example, questions about agency goals can be asked in terms of priorities at the beginning of operations, priorities three or six months ago, and again during the current month. Locating questions in specific time periods would give a better indication of the agency's process of adaptation and change.

Further, certain questions cannot be answered in general, but only in specific terms. Support from other agencies in the community is an instance in which the answer varies from time to time, from issue to issue. To cope with this problem, the suggestion was offered that the interviews ask for a specific case--for example, the last major crisis in the organization. Questions on outside support could then be tied to this "critical incident," as could such other questions as whether the Board divided or was in consensus, whether the Board or the executive director was more influential, etc.

The present instruments delve into the range of external influences on the CAA which shape its development and circumscribe its autonomy. Additional suggestions were made to amplify this area of investigation. Among these were: the pre-existing welfare structure in the community, its integration with local elites, its confidence in its own capacity to deal with the problems of the community; the political configuration of the area, sources of support for the mayor, the stability and predictability of local politics, the number of parties or groups that stand a chance of winning political control, the degree of political decentralization.

Another factor of importance in understanding the CAA's development is the "generational age" of the agency. At different periods, OEO was concerned with different priorities, and the CAAs formed during each phase of OEO's development were subjected to the then-current pressures. Mention was made of the possibility of studying the regional offices of OEO and possibly even the Washington office. Apart from the "generational effects" upon the CAAs formed during each time period, later shifts in OEO directives and their impact upon the agency's structure and activities could also be traced in fuller detail.

One engaging suggestion for focussing upon both the historical and political context of the CAA was that an initial open-ended question ask, "What two or three things does a person have to know about the community and the CAA in order to understand things here?" Such an inquiry might prove valuable in identifying the key events or conditions that have had important continuing effects on the agency and provide leads for further study.

Another suggestion was that the interviews specifically ask what staff members in the agency do, how they spend their time. A "time-budget" question might be asked, with respondents indicating what proportion of their work time--yesterday, last week, last month--they spent on each category of activity.

Further questions could ask who interacts with whom and with what frequency. Detailed information on communications patterns, within the staff, between staff and Board, within the Board, and possibly with outside agency personnel, might give richer and more reliable information on influence, support, and power. The pattern of communication might in itself be a variable of importance.

One of the consultants raised a question about how the responses of the differentially located personnel would be aggregated to give a composite picture of the agency. His suggestion was that a way be found to identify the persons who play key roles in agency decision-making, whether or not they are in formal positions of authority, and that their responses on attitudes, values, and goals be heavily weighted. The identification of these decision-makers could be handled by a reputational question ("Who has a lot to say about what goes on?" or some similarly worded question in the community power structure tradition), by sociometric techniques (e.g., "Who do you go to when you want a decision about ________?"), or by reports of the resolution of a past critical incident in the agency's history.

The Bureau staff pointed out that it is important not to confuse the two different functions of questions such as those related to values and goals. One function of these questions is to serve as indicators of what may be called the "objective reality" of the CAA's overall goals and values. In this context, it would be ingenuous to take all responses as of equal relevance. The responses of those persons identified as dominant influences within the CAA should be taken as defining the overall goals and values of the orgainzation. Another highly significant function of these questions, however, is to indicate the degree of consensus-dissensus within and between organizational levels (i.e., among operating staff, between operating and supervisory/administrative staff, between administrative staff and the Board, and among Board members). Previous research has shown that the degree of consensus in the value climate is a variable of considerable importance, and in this context it is clear that the responses of all levels of staff are highly relevant. Similarly, it will be valuable to collect the perspectives of all differentially located personnel on the pressures and obstacles encountered by the CAA. Again it is necessary to distinguish between these perceptions and the "objective reality" of the CAA's position. Obviously, some individuals within the organization are in a better position than others to have an accurate and thorough understanding of environmental constraints, and their responses should be given credence accordingly.

The intensity as well as the content of the staff's beliefs about the causes of poverty is another subject for further inquiry. One of the consultants felt that this would be an indicator of the staff's orientation toward the amelioration of poverty--whether their viewpoint is technical or ideological.

The possibility was raised of constructing an additional interview schedule for members of the target population. Their perspective on the agency would provide a valuable addition to the array of perspectives presently considered. Their views would be particularly significant in investigating the relevance and style of agency activities--the fit between community needs and agency services, the ease of communication with agency personnel, staff dedication and concern. It may be particularly important to find out the degree to which the staff members with whom they come in contact empathize with them, understand their concerns, and give service seen as practical and directly useful.

In summary, it was recognized that in studying a new and rapidly developing form of organization such as a community action agency, adaptations and adjustments will have to be made to fit each local case. Some of the consultants indicated that, in the case of their own agencies, it would be important to study the responses of individuals or groups for which provision had not here been made--for example, members of the local elites. Others suggested changes in response categories for particular questions, e.g. addition of Canadians to the "foreign-born" in Detroit, additional categories of employed personnel. The research organizations undertaking the comprehensive research studies for OEO will be well qualified to judge the nature and extent of modification in the schedules that are required for their research.

However, if comparability is not to be totally lost and if the advantages of common variables and common measures are to be maintained, agreement should be reached on the basic essentials. The consultants closed the day's discussion with the recommendation that meetings among the research organizations studying CAAs and the Bureau of Applied Social Research would be extremely valuable in maximizing both the relevance and the commonalities of the measures used. It was the opinion of consultants from action agencies that the type of study here proposed would have enormous benefit not only to the eight agencies to be formally studied but to many other agencies as well; they looked forward to wider and more general use of the study instruments in the analysis and development of community action agencies.

SECTION B: ADDITIONAL VARIABLES AND INDICATORS

I. Variables Suggested by the Notion of Organizational "Life Cycle"

At the consultants' meeting, some discussion was given to the fact that CAAs, like many other organizations, go through stages of development and change over time in certain characteristic ways. At the beginning, personnel tend to be highly committed and dedicated; with the passage of time, they lose some of this spirit and develop a more routinized attitude toward their job. Particularly if the organization fails to provide support and reward, some may even become alienated from the organization and its objectives. Perhaps paralleling changes in the attitudes of the personnel are changes in the structure of the CAA itself, a movement toward greater formalization and bureaucratization. Although our key variable list already includes the concept of bureaucratization and measures of it, it was felt that additional dimensions of bureaucracy could be specified.

1. Work Orientation of Personnel: Commitment, Dedication vs. Routinization

A. Dedication, Commitment

Sample indicators that might be added to Staff questionnaires:

1.) How many hours did you work for (Name of CAA) yesterday?
_______ day

2.) About how many hours do you work for (Name of CAA) each week?
_______ week

3.) Did you do any work for (Name of CAA) last weekend?
Yes ____
No ____

A. (continued)

4.) How often would you say you work on weekends for (Name of CAA)? Very often, fairly often, once in a while, hardly ever?

Very often	____
Fairly often	____
Once in a while	____
Hardly ever	____

5.) When you first went to work on this job, did you put in more hours than you do now, fewer hours, or about the same number?

More hours then	____
Fewer hours then	____
Same amount	____

6.) How about your supervisor? Would you say he puts in more hours, fewer hours, or about the same number of hours now as when you first started working for him?

More hours then	____
Fewer hours then	____
Same amount	____

7.) And how about the people working under you? On the whole, would you say they put in more hours, fewer hours, or about the same number of hours now as when they first started working for you?

More then	____
Fewer then	____
Same	____

8.) Compared with how you felt about your job when you first went to work for (Name of CAA), would you say that you are more dedicated to your job now than you were then, less dedicated to your job now, or would you say there hasn't been any change?

More dedicated now	____
Less dedicated now	____
No change	____

9.) What about the people you work with in (Name of CAA)? Would you say that they are more dedicated now than they were at the beginning, less dedicated to their job now, or hasn't there been any change?

More dedicated now	____
Less dedicated now	____
No change	____

B. Alienation from Work

Two indices of alienation appear to be relevant here, alienation from work and alienation from work associates. (Cf. Michael Aiken and Jerald Hage, "Organizational Alienation: A Comparative Analysis" American Sociological Review, 31, August 1966, pp 497-507.) Some of the indicators that seem useful in this context include the following:

Measures of Work Alienation

1.) How satisfied are you that you have been given enough authority to do your job well?

2.) How satisfied are you with your present job when you compare it with similar positions in (other agencies)?

3.) How satisfied are you with the progress you are making towards the goals which you set for yourself in your present position?

4.) On the whole, how satisfied are you with your present job when you consider the expectations you had when you took the job?

Measures of Alienation from Work Associates

1.) How satisfied are you with your supervisor?

2.) How satisfied are you with your fellow workers?

2. Further Dimensions of Bureaucratization

A. Centralization of Authority

1.) Hierarchy of Authority

I'm going to read you some statements that may or may not be appropriate descriptions of your job here. For each one, tell me whether you feel it is definitely true, somewhat true, somewhat false, or definitely false.

	Definitely True	Somewhat True	Some what False	Definitely False
a. There can be little action taken here until a supervisor approves a decision?	____	____	____	____
b. A person who wants to make his own decisions would be quickly discouraged in this job.	____	____	____	____
c. Even small matters have to be referred to someone higher up for a final answer.	____	____	____	____
d. Any decision I make has to have my supervisor's approval.	____	____	____	____

2.) Participation in Decision-Making

	Always	Often	Sometimes	Seldom or Never
a. How frequently do you usually participate in the decision to hire new staff?	____	____	____	____
b. How frequently do you usually participate in decisions on the promotion of any of the staff members?	____	____	____	____
c. How frequently do you participate in decisions on the adoption of new policies?	____	____	____	____
d. How frequently do you participate in decisions on the adoption of new programs?	____	____	____	____

B. Growth in Rules

Apart from these scales which help measure the current degree of bureaucratization, it might prove useful to have respondents compare the degree of freedom and autonomy they have in their job now with what they had when they first assumed their position.

1.) Have you found that the amount of freedom that people on your level have in carrying out their jobs has increased, decreased, or remained about the same since you came to work here?

Increased ______
Decreased ______
Remained the same ______

2.) Has the amount of paper work that you have to do increased, decreased, or remained about the same since you started working here?

Increased ______
Decreased ______
Remained the same ______

3.) In your experience, are there now more rules that staff members have to follow than when you first came to work here, fewer rules, or hasn't there been any change?

More rules ______
Fewer rules ______
No change ______

C. Job Specialization

A further dimension of bureaucratization is the degree of job specialization within the staff. While a detailed knowledge of the structure of the particular CAA is required to understand the extent of job specialization, there are certain areas which are of particular significance in a study of agencies of this type and deserve mention here. The presence or absence of staff within the CAA who specialize in research and evaluation, in staff training, in public relations and public information, and in program development and planning, is not only an index of specialization at the central administrative level, but also a factor of considerable inherent interest. The first three categories of specialization have been dealt with in this instrument; indicators for the fourth category may be included as follows:

After ED q. 49 ADD:

Are there staff members who have specific responsibility for program development and planning?

Yes ____

No ____

If Yes:

A. How many people have program development and planning as their primary function?

____

B. What are their job titles?

____

____

In ED q. 57 ADD a fourth category: "Program Development and Planning"

D. Clarity of Authority Structure

Although indicators for this variable have already been provided, it was suggested at the consultants' meeting that a further indicator -- the degree of agreement between responses to the questions "Whom do you report to directly?" and, at a higher level, "Who reports to you directly?" -- would prove illuminating.

1.) ADD to questionnaires for ED, PH and NC:

Excluding clerks and secretaries, what are the names of the people who report directly to you?

____
____
____
____
____

2.) ADD to S q. 23A:

What are their names? ____________________
____
____
____
____

II. Availability of Federal Funds in the Community

It was suggested that the impact of other federal programs upon the CAA's relations with other agencies be investigated more fully. Questions might be included asking whether other local agencies have been successful in getting funds as a result of these federal programs (e.g., Title I of the Elementary and Secondary Education Act), making it less important for them to cooperate with the CAA. To gain more information on this issue, the questions below could be asked of the Executive Director; similar questions might be devised for Executives of relevant agencies.

1.) How successful would you say that the other education and welfare agencies in your community have been in getting funds from federal agencies other than OEO?

Very successful ____
Fairly successful ____
Not too successful ____

2.) Has the availability of other federal funds made it more difficult for your agency to get cooperation from the other education and welfare agencies in this community?

Yes ____
No ____

III. Planned vs. Emergency Activity

A discussion of items dealing with organizational goals pointed up a dilemma which CAAs frequently encounter: the disruption in the pursuit of long-range goals because of crises which arise within the organization or in relations with the larger community. Information bearing on these disruptions and the degree to which they hamper long-range programming could be obtained in interviews with the executive director, Board members, and program heads.

1.) When you think about the long-range plans for your agency, how satisfied are you with the progress being made in realizing those plans?

Very satisfied ____
Pretty satisfied ____
Pretty dissatisfied ____
Very dissatisfied ____

2.) When you think about how the resources of your agency are now being allocated -- that is, what your agency is actually doing -- do you find that this corresponds pretty closely to what the agency should be doing, or do you find discrepancies?

Corresponds closely ____
Major discrepancies ____

If Major Discrepancies:

Why is that?

3.) Some CAAs have found it difficult to concentrate on their long-range plans and programs because of emergencies that arise either within their organization or in their relations with community groups.

Would you say that these things have been a very serious problem for (Name of CAA), a fairly serious problem, or not much of a problem at all?

Very serious problem ___
Fairly serious problem ___
Not much of a problem ___

(IN ADDITION TO THE EXECUTIVE DIRECTOR AND PROGRAM HEADS, THE FOLLOWING MIGHT ALSO BE ASKED OF NEIGHBORHOOD CENTER DIRECTOR AND STAFF)

4.) Do you find that you generally have enough time to work on your major activities and objectives, or are you frequently being called away from your job to deal with one organizational emergency or another?

Have enough time ___
Frequently called away ___

IV. Scope of CAA's Activities

At the consultants' meeting, a number of facets of what might be called the scope of the agency's activities were suggested as important variables to add to the list. The dimensions of this concept include a) the number of institutional areas covered by programs, b) the number of local poor eligible for services, open vs. restricted case loads, and geographical completeness of program coverage, and c) experimentation-demonstration approach vs. massive service approach. Questions on these matters should be asked of the Executive Director.

1. Scope of Institutional Intervention

Information on the number of institutional areas covered by CAA programs can be found in BDF q. 55.

In addition, it would be helpful in characterizing the CAA with a "style" to include questions which ask not only which areas are or are not, in fact, covered by CAA programs, but also which areas (if any) the CAA considers to be inherently "off limits" or otherwise unsuitable for CAA intervention.

A. (NOTE TO INTERVIEWER: REFER TO BDF q. 55. IN THE BLANKS IN THE FIRST COLUMN OF THE CHART BELOW, FILL IN THE NAMES OF ALL INSTITUTIONAL AREAS FOR WHICH NO FUNDS WERE ALLOCATED IN EITHER YEAR.)

(continued on next page)

A. (continued)

Are there some institutional fields you think (Name of CAA) should not get involved in for reasons other than scarcity of funds? First, apart from the question of funding, is ________ a field you think your agency should not get involved in, or is it a field you might consider getting involved in?
(FILL IN SECOND OR THIRD COLUMN)

___ Should not get involved
___ Might consider

If Should Not Get Involved:

1.) Why do you say that? Is it because adequate services in this field already exist in the community, because it's too hot a political issue, because it is not a field appropriate for CAA activity, or what?
(FILL IN FOURTH, FIFTH, SIXTH, OR SEVENTH COLUMN)

How about ____________?
(CONTINUE DOWN THE LIST)

			REASON			
INSTITUTIONAL AREAS	SHOULD NOT GET INVOLVED	MIGHT CON- SIDER	ADEQUATE SERVICE EXISTS	TOO HOT AN ISSUE	NOT APPRO- PRIATE	OTHER (SPECIFY)
Housing						
Urban Renewal and Relocation						
Libraries						
Rehabilitation of Narcotics Addicts						
Programs for Alcoholics						
Programs for Released Offenders						
The Arts (Theater, etc.)						
Family Planning						

2. Scope of Coverage of Target Population

A. Of all the geographical areas within (Name of CAA)'s jurisdiction where the poor live, does your agency serve all these areas or have you selected certain of these localities as target areas?

Serves all areas ______
Selected certain localities as target areas ______

If Selected Certain Localities:

1.) Approximately what proportion of the poor in your jurisdiction live in these target areas?

______

B. Do you believe that there are certain kinds of poor people who are unlikely to benefit from your programs?

Yes ____
No ____

If Yes:

1.) What kinds of people are these?

C. Are there certain kinds of poor people to whom you give low priority because of scarcity of funds or because of difficulties in serving them?

Yes ____
No ____

If Yes:

1.) What kinds of people are these?

(IF YES TO B OR C:)

D. Is a systematic attempt made in any of your programs to screen them out?

Yes ____
No ____

If Yes:

1.) Which programs do make an attempt to screen them out?

______

______

______

3. Experimental vs. Massive Service Orientation

A. In some CAAs the emphasis seems to be on testing out programs on a small scale to see if they work; in other CAAs the emphasis seems to be on providing services on as massive a scale as possible on the assumption that the solutions are pretty much known. Which seems to be closer to the emphasis of your agency?

Testing out new programs ____
Applying programs on massive scale ____

V. Relationship of CAA to Mayor's (Chief Executive's) Office

Although the key variables include the formal structure of the CAA, it was pointed out that the informal contacts and relationships of the agency, particularly with the Mayor's Office, are of considerable importance in understanding the operations of certain CAAs. This factor could be probed in the interview with the Executive Director.

1.) How often are you in contact with the Mayor (or Chief Executive) or with someone from his office?

Every day ____
Several times a week ____
About once a week ____
Several times a month ____
About once a month ____
Less than once a month ____

How close would you describe your contact with the Mayor's office?

Very close ____
Fairly close ____
Not too close ____

2.) Is there anybody (else) on your staff who is in close contact with the Mayor's office?

Yes ____
No ____

If Yes:

Who would that be?

3.) When you make a major decision, or when you have a major problem, can you count on the support of the Mayor's office?

Yes, almost always ____
On most matters but not all ____
On only some matters ____
Hardly ever count on his support ____

VI. Innovativeness of Programs

This key variable is currently measured in terms of the number of programs originated locally. It was suggested at the meeting that other factors are important as well. Innovativeness is evidenced by new methods of staff deployment, novel structuring of programs, new techniques of service, etc. Further measures might well be developed to tap these dimensions. One suggestion was that program heads and staff be asked to describe their programs and identify its innovative features. The researchers could code these descriptions in terms of how innovative the programs appeared to be.

Furthermore, in characterizing the agency as more or less innovative, a distinction should be made between the number of innovative programs and the number of dollars spent innovatively.

VII. Further Indicators

In our original materials, we listed a number of key variables for which additional indicators were needed. The following questions are intended to remedy the sparseness of the data available for these indicators. (The letters in parentheses signify the instrument to which each question should be added.)

POLITICAL CENTRALIZATION

1. How many counties does the CAA serve? _____ (CC)
2. How many cities does the CAA serve? _____ (CC)
3. How many incorporated townships does the CAA serve? _____ (CC)
4. How many local school boards have jurisdiction over the public elementary and secondary schools located in the area served by the CAA? _____ (CC)

POLITICAL EFFECTIVENESS OF MINORITY GROUPS

1. What is the highest elective office held by a member of the largest minority group? _______ (CC)

CONCORDANCE BETWEEN GOALS AND PROGRAMS

After ED q. 96B, PH q. 83B, NC q. 97B, S q. 45B, and BM q. 48B, ADD:

C. Is this in fact a major goal of (Name of CAA)?

Yes ___
No ___

If Yes:

1. Which of (Name of CAA)'s programs are trying to do this?

UTILIZATION OF INDIGENOUS SUB-PROFESSIONALS

After ED q. 38, PH q. 42, NC q. 36, S q. 28, and in BM, ADD:

Do you think that having members of the local poor on the staff of an anti-poverty agency is an effective means of involving the poor in policy-making?

Yes ____
No ____

Do you think that having members of the local poor on the staff is more effective, less effective, or about as effective in involving the poor in policy-making as having representatives of the poor on the governing board?

More effective ____
Less effective ____
About as effective ____

EFFICIENCY OF PROGRAM DEVELOPMENT AND IMPLEMENTATION

1. Roughly how many separate applications for program funds has your agency submitted to OEO? ____ (ED)

2. How many times has OEO asked you to make some changes in your applications before they could be considered for funding?______ (ED)

REPLACE PH q. 23 by the following three questions.

3. What was the date of official notification that your program had first been funded? ________

4. And when did the first money come through? ________

5. When did your program begin operations? ________

The following two questions can be asked of the Executive Director and adapted for Program Heads.

6. Have any of your agency's programs ever run out of funds before the period for which funds were granted had expired?

Yes ____
No ____

If Yes:

A. How often has this happened? ____

B. How did the program(s) happen to run out of funds early?

7. Has it ever happened that your agency has had funds that hadn't been spent at the end of the authorized period?

Yes ____
No ____

If Yes:

A. In what year was this? _____

B. What per cent of your total yearly budget did these funds represent?